



MEMBER ENGAGEMENT & COMMUNICATION PLAN - EXECUTIVE SUMMARY

Connecting,
communicating, &
supporting our community



Introduction

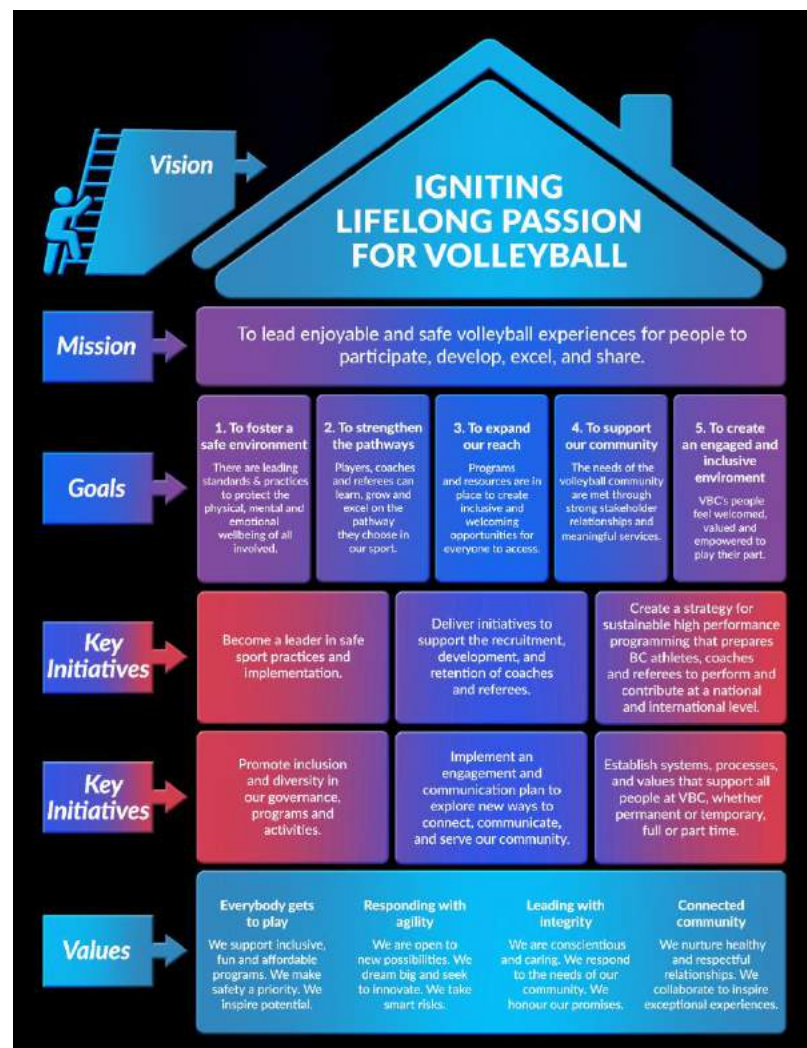
At Volleyball BC, members are at the heart of everything that we do. We are first and foremost a membership-based organisation that prioritises delivering meaningful programs and services to the volleyball community.

When we developed our 2021-2024 Strategic Plan, it was very important to us that the plan was based on feedback from members and stakeholders and we undertook a lengthy process to consult, and engage with many individuals who make up our volleyball community to learn what our members need. The importance of serving our membership is reflected throughout our Vision, Mission, Goals, Values, and Key Initiatives.

In particular, we committed to the Goal of **“Supporting our Community”** in which *“The needs of the volleyball community are met through strong stakeholder relationships and meaningful services.”* A key initiative for this Goal is to implement an engagement and communication plan to connect, communicate, and serve our community. This document marks our fulfillment and commitment to this deliverable over the next few years.

A special note: What do we mean by “members”?

We recognise that Volleyball BC’s programs, services and role often extend beyond those individuals who are defined as voting members in our bylaws. Therefore, in this Plan, we use the word “member” as a broad concept to reflect the different parts of our volleyball community. In particular, we focus on the following groups: youth club players, youth recreational players, adult players, club directors, coaches, referees, and Team BC participants. All of these different groups are important to Volleyball BC and make up our “membership”.



Why do we need a Membership Engagement and Communication Plan?

Over the last couple of years, we consulted widely with the volleyball community. Generally, our community feels very satisfied with Volleyball BC and their experience. On the whole, respondents said that they were positively satisfied with Volleyball with 62%-87% of each group providing a 4 or 5 rating. This increased to 94-99% of each group who gave a ranking of 3 or higher out of 5. 70-91% respondents were “likely” or “very likely” to recommend VBC which increased to 93-100% who gave a ranking of 3+ out of 5. Youth and Adult Players were most likely to recommend. On the whole, respondents felt part of Volleyball BC with a positive response rate of 64-75%. Coaches and Youth Players had the highest rates, indicating that they feel part of the organisation.

However, there is room for improvement. We identified key themes around member engagement and communication:

Member satisfaction can be increased if we...

- Enforce standards and accountability.
- Avoid special treatment and increase transparency.
- Increase events and opportunities to play.
- Better communication and customer experience.
- Improve organisation and planning of activities.
- Improve diversity, inclusion and access for everyone.
- Better development support to clubs, coaches, and referees.
- Increase regional support.

Improvements are needed to our communications...

- Improve website and registration process
- More efficient and effective customer service
- Improve and refresh content
- Improve timeliness of communications to participants in programs
- Better use of new technologies and platforms
- Recognise that different groups of our members need different information at different times – tailor our communications

Not everyone feels like they belong...

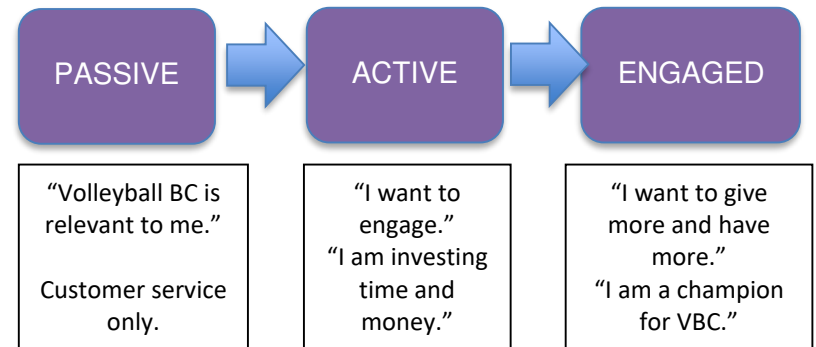
- Between 16-25% said that they did not feel part of Volleyball BC.
- Belonging is directly linked to how and how frequently members engage with us – generally the more you participate in our activities, the more you feel part of VBC. Adult Players were most likely to say that they did not feel part of Volleyball BC which is perhaps understandable given that they are recreational participants.
- Nearly one-quarter of Club Directors said that they did not feel part of Volleyball BC which needs some further exploration given their importance in our system.
- For those who are part of club volleyball, your identity is more likely to be with the club than with VBC.
- Negative experiences with VBC influence perception of belonging.
- Those outside the Lower Mainland felt less part of VBC.
- Feeling included and listened to is linked to feeling part of VBC.

Developing the Plan

We used a definition of member engagement as:

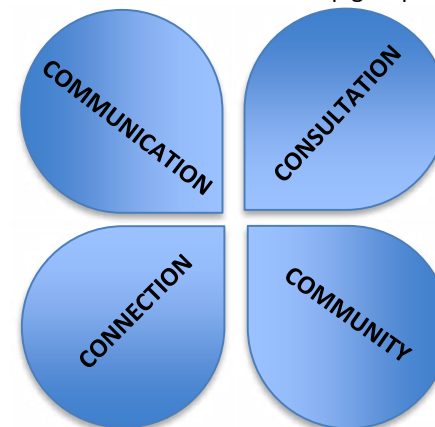
“ongoing interaction between a member and an organization in exchange for meaningful value”.

While customer service is passive and reactive, engagement is active member contact. Member engagement is about building relationships, creating connections, and adding value. We developed a model that looked at different levels of member engagement:

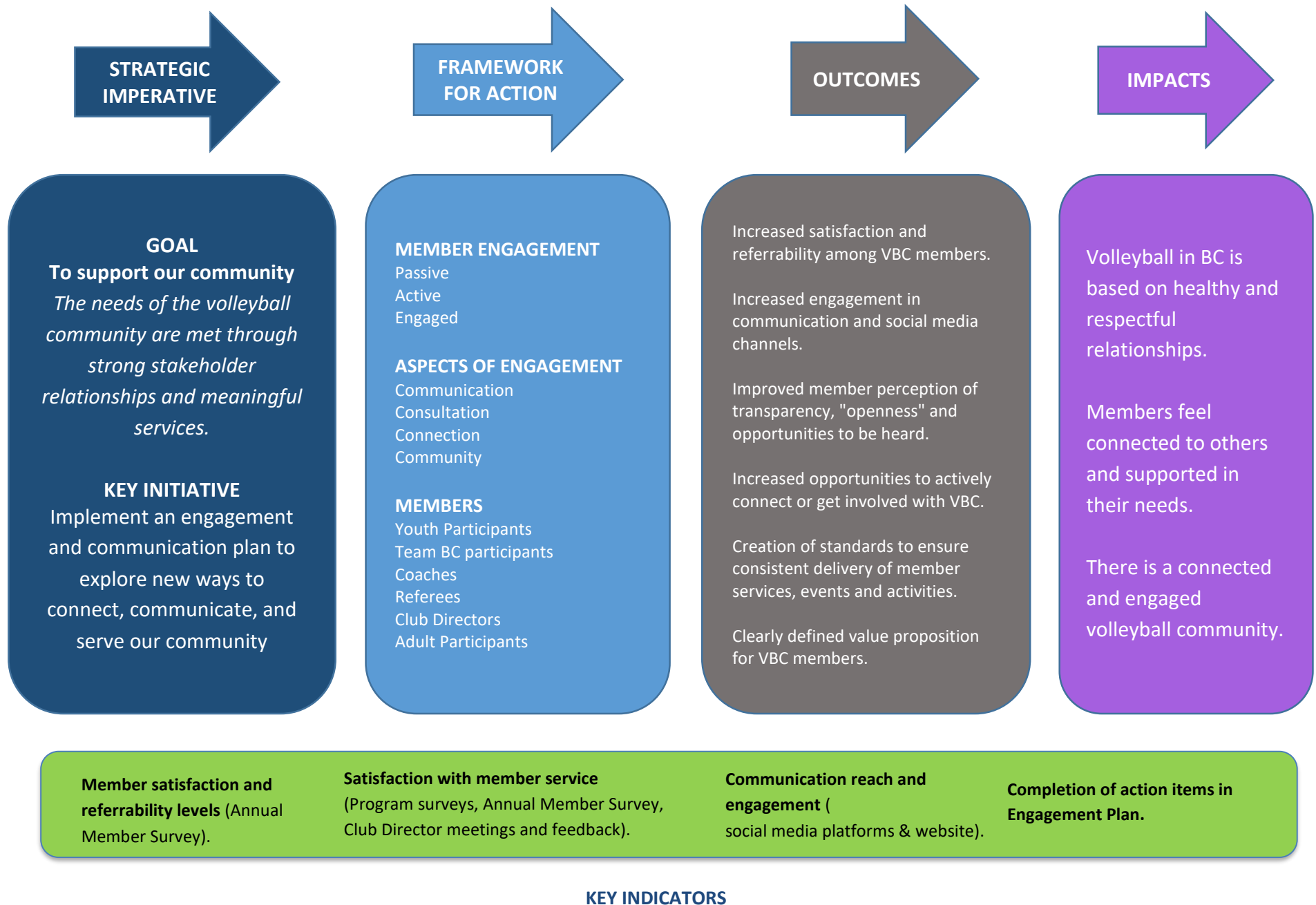


Our intention through the actions in this Plan is to move more of our members from being Passive through to Active and Engaged. Engaged and happy members are more likely to stay in our sport, contribute by investing time and money, and advocate for us. This is ultimately what we wish to achieve with our vision of “inspiring lifelong passion for volleyball.”

When we probed more deeply into what contributes to member engagement, we identified 4 key aspects. This plan looks at each of these areas in relation to our membership groups.



In the diagram below, we propose that a framework for action that is based on the previously-mentioned 3 levels of member engagement and 4 aspects of engagement will contribute to outcomes and impacts that strengthen, connect, and support our various member groups. This will ultimately translate into an engaged and connected volleyball community where members feel supported in their needs.



Part A. Member Profiles

MY MOTIVATION TO PLAY VOLLEYBALL

1. Having Fun
2. Social Connection
3. Achieving my goals for personal development

MY TOP 3 THINGS FOR VBC TO DELIVER

1. Club Provincials and tournaments
2. HP Programs
3. Mental, emotional and social wellbeing of players

MY PERSONALITY

I am social and competitive.

MY GOALS IN VOLLEYBALL

Play with my friends. Be the best I can be and play for the rest of my life.

MY COMMUNICATION WITH VBC

I get most of my info from the VBC Instagram account or website. I am most likely to email VBC with questions. My parents may also communicate with VBC on my behalf.

OPPORTUNITIES TO IMPROVE

- More direct communication with club players and families rather than indirectly through clubs and coaches.
- Improved consistency of standards for Club events.
- Tailored information and content that is specifically relevant to club players and families.
- Easy to find and navigate information and registration.
- Increased use of social media to create community.

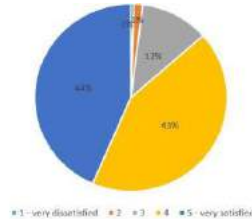
NUMBER & GENDER BREAKDOWN

	FEMALE	MALE
13U	267	N/A
14U	817	288
15U	742	240
16U	615	258
17U	198	N/A
18U	200	184

2019 - 3809

75% female and 25% male

MY SATISFACTION WITH VBC

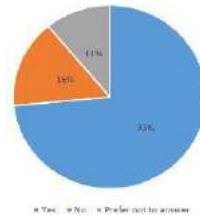


Over 90% are "highly likely" or "likely" to refer VBC to friends and family.

To improve my score, VBC could....

1. Enforce standards & accountability.
2. Avoid special treatment and increase transparency.
3. Increase events & opportunities to play.

DO I FEEL PART OF VBC?

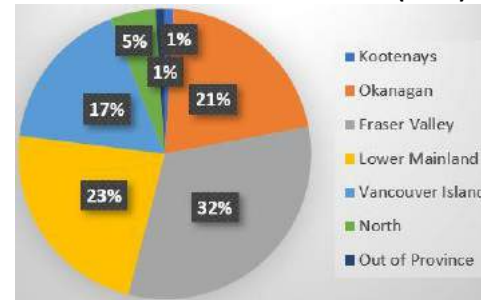


To make my membership more valuable, VBC could....

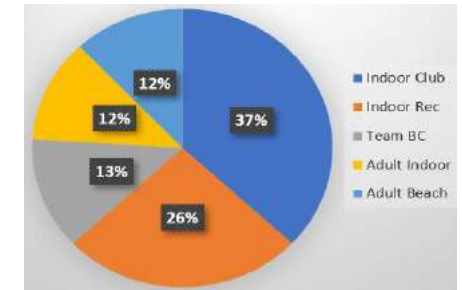
1. Consult with me more.
2. Improve or increase programs /events.
3. Create community beyond the game.
4. Improve communications.

1. YOUTH CLUB PLAYERS

GEOGRAPHIC BREAKDOWN (2019)



PARTICIPATION IN VBC PROGRAMS



ASSESSMENT OF ENGAGEMENT

PASSIVE	ACTIVE	ENGAGED
I've tried club volleyball once. My parents want me to play. Volleyball is one of my sports.	I return year on year. I participate in other programs. I attend multiple events.	My goal is post-secondary volleyball. I've been in the system for multiple years. I participate in many programs.

ENGAGEMENT GOAL: To increase the numbers of Club Players in the Active and Engaged categories in age categories of 15U+, evidenced by retention in the system.

OUR VALUE PROPOSITION

We offer you opportunities to play volleyball in competition that is fun, fair, and developmentally appropriate. In doing so, we support your goals to have fun, build social connections, and reach your personal goals for development. We make it easy for you to find information about the volleyball system when you need it.

COMMUNICATION & CONSULTATION	CONNECTION & COMMUNITY
<ul style="list-style-type: none"> ✓ Create a Club Guide. ✓ Increase direct communication to club players and families. ✓ Social media campaigns for club season. ✓ Annual Member Survey. ✓ Provide live feeds of VBC events. ✓ Establish a Youth Advisory Group to provide input into VBC programs and services. 	<ul style="list-style-type: none"> ✓ Standardised Club events in each region, providing consistency of experience. ✓ Improved club section on the new volleyballbc.org website ✓ Dedicated support/help section for the registration system. ✓ Review club structure to increase meaningful competition & participation. ✓ Extend programming opportunities for outside Club volleyball.

2. YOUTH RECREATIONAL PLAYERS (VBC PROGRAMS)

MY MOTIVATION TO PLAY VOLLEYBALL

- Low pressure.
- Fun environment to learn skills
- Try a new sport

MY TOP 3 THINGS FOR VBC TO DELIVER

1. Club Provincials and tournaments
2. HP Programs
3. Mental, emotional and social wellbeing of players

MY PERSONALITY

I am pretty active. I participate in lots of different activities. I am friendly but I can be a little shy and lack confidence if I am trying volleyball at an older age.

MY GOALS IN VOLLEYBALL

I want to play with friends and have fun. I want to try a new sport and see if I want to take it further.

MY COMMUNICATION WITH VBC

I get most of my info from the VBC Instagram account or website. I am most likely to email VBC with questions. My parents may also communicate with VBC on my behalf.

OPPORTUNITIES TO IMPROVE

- Improve consistency of program surveys, particularly with a focus on youth feedback.
- Provide effective and efficient customer service.
- Implement a new and improved grassroots pathway.
- Easy to find and navigate information and registration.
- Increase recreational programs in new municipalities or demographics.
- Recreational coach development to strengthen the quality of programs.

NUMBER & GENDER BREAKDOWN

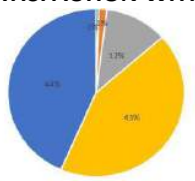
1200 participants (2021)

FEMALE 70%
MALE 30%

AGE BREAKDOWN

9-12 years: 25%
13-16 years: 75%

MY SATISFACTION WITH VBC

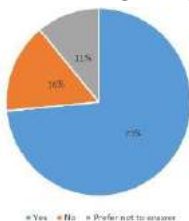


Over 90% are “highly likely” or “likely” to refer VBC to friends and family.

To improve my score, VBC could....

1. Improve communication about the logistics of programs and activities.
2. Provide more recreational programs, especially outside Lower Mainland.
3. Make it easier for me to find the information that I need.

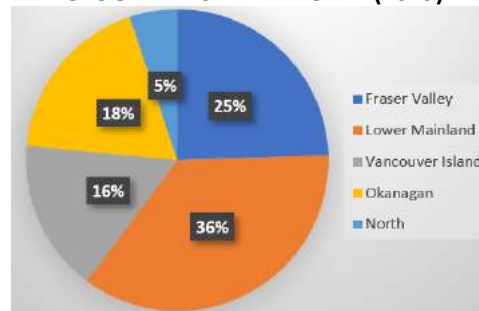
DO I FEEL PART OF VBC?



To make my membership more valuable, VBC could....

1. Improve or increase frequency of programs and events.
2. Create community beyond the game.
3. Improve communications - provide information earlier.

GEOGRAPHIC BREAKDOWN (2019)



PARTICIPATION IN VBC PROGRAMS

- Atomic volleyball
- Train and play volleyball
- Some transition into club volleyball

EXPERIENCE IN VOLLEYBALL

- Little background in volleyball.
- Most are participating in volleyball for the first time.
- May have played at school.

ASSESSMENT OF ENGAGEMENT

PASSIVE	ACTIVE	ENGAGED
Aware that programs exist they could participate in and understand what VBC is. Likely participated once in the past.	Participate in at least one regular program delivered by VBC.	Participate in successive VBC programs with year-to-year advancement and understand links to the club system.

ENGAGEMENT GOAL: To increase the number of recreational youth players who are Active or Engaged as evidenced by repeat participation in multiple VBC programs and/or movement into club volleyball.

OUR VALUE PROPOSITION

We provide you with quality recreational volleyball programs that allow you to try a new sport, to make friends, and to have fun. We provide a low pressure, supportive, and developmentally-appropriate environment in which you can learn skills for lifelong volleyball. Should you wish to do so, we provide you with the skills and knowledge of how to transition to more competitive volleyball.

COMMUNICATION & CONSULTATION	CONNECTION & COMMUNITY
<ul style="list-style-type: none"> ✓ Regular post-program surveys and other evaluation methods. Focus on youth-appropriate evaluation tools. ✓ Develop an easily navigable section on rec youth programs on the new website. ✓ Showcase achievements of grassroots and recreational programs. ✓ Create connections between youth rec and other VBC programs. ✓ Establish a Youth Advisory Group. 	<ul style="list-style-type: none"> ✓ Implement new and improved grassroots pathway. ✓ Create program standards to ensure consistent delivery. ✓ Development of rec coaches. ✓ Expand programs to new areas and demographics ✓ Explore partnerships with clubs and other organisations.

3. TEAM BC PLAYERS

MY MOTIVATION TO PLAY VOLLEYBALL

- Achieving personal goals.
- Achieving a high level of volleyball.
- Having fun.
- Social connection.

MY TOP 3 THINGS FOR VBC TO DELIVER

1. Club programs.
2. HP programming
3. Mental, emotional and social wellbeing.

MY PERSONALITY

If I am in 15-18U TBC programs, I am driven and focused on being the best that I can. But I also value the social side of volleyball and enjoy training with like-minded individuals.

MY GOALS IN VOLLEYBALL

I want to play post-secondary volleyball and hope to make the National Team programs. I see Team BC as providing high performance development as a stepping stone to these goals.

MY COMMUNICATION WITH VBC

I get most of my info from the VBC Instagram account, e-newsletter or website. I am most likely to email VBC with questions. My parents may also communicate with VBC on my behalf.

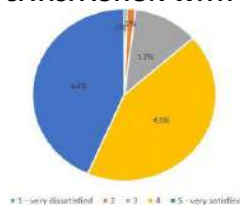
OPPORTUNITIES TO IMPROVE

- Easy to navigate information about the HP / Team BC pathway.
- Provide efficient customer service.
- Increase frequency of HP programs.
- Tailored communication for HP.
- Establish clear expectations and standards for HP programs / athletes
- Raise the profile and recognition of the Team BC brand.

NUMBER & GENDER BREAKDOWN

	583 participants (2021)	
	FEMALE	MALE
<i>Ignite (14U):</i>	76%	34%
<i>Regional Training (15/16U):</i>	76%	33%
<i>Select (17/18U):</i>	50%	50%
<i>Beach:</i>	47%	53%

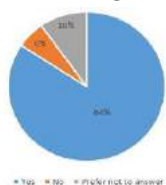
MY SATISFACTION WITH VBC



Over 70% of TBC Ignite participants and 98% of TBC Select participants are “highly likely” or “likely” to refer the program to friends and family. To improve my score, VBC could....

1. Improve communication and information about the HP pathway.
2. Provide more personalised feedback and individual devt. opportunities.
3. Improve or increase frequency of HP opportunities, especially in the regions.

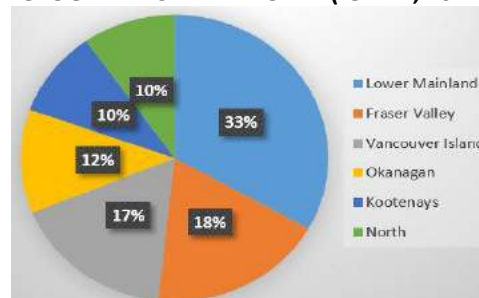
DO I FEEL PART OF VBC?



To provide more value, VBC could....

1. Provide personalised communication.
2. Improve customer service and communications, especially timeliness.
3. More transparency about selection.

GEOGRAPHIC BREAKDOWN (IGNITE, 2021)



PARTICIPATION IN VBC PROGRAMS

- Team BC
- Club volleyball
- Youth beach programs
- Indoor clinics and camps

EXPERIENCE IN VOLLEYBALL

- Experienced in volleyball.
- Plays Indoor Club volleyball, typically for several years.
- Participates in High School volleyball.

ASSESSMENT OF ENGAGEMENT

PASSIVE	ACTIVE	ENGAGED
Aware that programs exist and understand what VBC is. Likely participated once in the past.	Athletes who are entering the High Performance pathway. Participants in TBC Ignite and Regional Training Centres	Athletes who have been part of the High Performance pathway for a while. Invested and progressing in development. Select athletes.

ENGAGEMENT GOAL: To increase the numbers of Team BC Players in the Active category by providing accessible and quality programming. To increase the amount of identified athletes in the Engaged category by identifying athletes and communicating the Team BC pathway.

OUR VALUE PROPOSITION

We offer top-level high performance training and competition that will help you meet your performance goals. Our high standards and quality ensure that participating in Team BC is a memorable and valuable experience. We support you in navigating the HP pathway so that you can reach your full potential.

COMMUNICATION & CONSULTATION	CONNECTION & COMMUNITY
<ul style="list-style-type: none"> ✓ Easily navigable high performance/ Team BC pathway on the new volleyballbc.org website. ✓ Showcase Team BC athletes, coaches and achievements on communication platforms. ✓ Clear info about Team BC selection process. ✓ Direct communication with Club Directors and Coaches on athlete identification. ✓ Dedicated communication channels for Team BC (eg. Instagram, specific forums etc). 	<ul style="list-style-type: none"> ✓ Improve Team BC branding and feel to enhance experience. ✓ Create program and brand standards for consistency. ✓ Establish Team BC Ignite camps as an intro to TBC experience. ✓ Year-round engagement and connection with TBC athletes. ✓ Connect with Team BC alumni.

4. ADULT PLAYERS

MY MOTIVATION TO PLAY VOLLEYBALL

1. Having Fun
2. Social Connection
3. Achieving my goals for personal development

MY TOP 3 THINGS FOR VBC TO DELIVER

1. Adult recreational programs.
2. Beach events and Vancouver Open
3. Indoor Provincial Championships.

MY PERSONALITY

I am fun, friendly and social. I like playing with my friends and I have often been involved in VBC leagues/events for a while

MY GOALS IN VOLLEYBALL

Play as long as I can in programs that do not take too much commitment. Play with my friends and enjoy the social aspects. Learn the skills to be able to play recreationally

MY COMMUNICATION WITH VBC

I get most of my info from the VBC website, e-newsletter, or by email. I am most likely to email VBC with questions rather than to telephone. I use Instagram & Facebook for social media.

OPPORTUNITIES TO IMPROVE

- Post-program surveys and other tools for consultation and feedback.
- Tailored content that is specifically relevant to adult players
- Easy to find info and registration.
- Increased attention to the social side of participation.
- Consistent customer service and program delivery.
- Expand programs.
- Increase connection between adult players and coaching and refereeing.

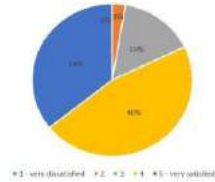
NUMBER & GENDER BREAKDOWN

3476 participants (2019)

	FEMALE	MALE
<i>Adult leagues & skills:</i>	43%	46%
<i>Adult Tournaments:</i>	43%	57%

Note: some opted not to identify

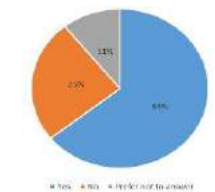
MY SATISFACTION WITH VBC



88% are "highly likely" or "likely" to refer VBC to friends and family. To improve my score, VBC could....

1. Provide more opportunities to play.
2. Improve communication and organisation.
3. Be more transparent with opportunities for input.

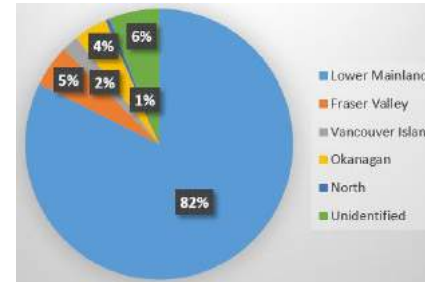
DO I FEEL PART OF VBC?



To provide more value, VBC could....

1. Improve organization of leagues and tournaments.
2. Provide more chances to play.
3. Be more transparent about decisions.
4. Improve communication.
5. Be open to feedback.

GEOGRAPHIC BREAKDOWN



PARTICIPATION IN VBC PROGRAMS

- Adult indoor tournaments.
- Adult leagues – indoor and outdoor.
- Some teenage participants also play

EXPERIENCE IN VOLLEYBALL

- Played adult recreational volleyball
- Played high school volleyball
- Played club volleyball
- Played post-secondary volleyball

ASSESSMENT OF ENGAGEMENT

PASSIVE	ACTIVE	ENGAGED
New to volleyball or have just done 1 season. May be new to Vancouver. Expect a service from VBC.	Regular participant in VBC programs. Participate in programs but still have a relatively transactional relationship: may easily go elsewhere.	Competitive player. More likely to be a Beach player. Volunteer on the VBC Beach Committee. Long-standing member of the VBC community.

ENGAGEMENT GOAL: To retain Adult Players in the Active category by providing good quality recreational programs and excellent customer service. To increase opportunities for Adult Players to become more Engaged by providing pathways to other parts of the volleyball system and improving consultation and involvement, particularly with indoor players.

OUR VALUE PROPOSITION

We provide a welcoming and supportive place to play volleyball, connect socially, and keep active. Our high quality and well-run tournaments and events allow you to play competitively whatever your level. We make it easy for you to find information about the volleyball system and explore other options to get involved.

COMMUNICATION & CONSULTATION	CONNECTION & COMMUNITY
<ul style="list-style-type: none"> ✓ Post-program survey to provide feedback. ✓ Improve timeliness and info about tournaments, especially ranking. ✓ Increase social media campaigns. ✓ Create an improved adult section on website. ✓ Provide live results via website or social media. ✓ Create a Recreational Player Committee. ✓ Dedicated Adult communication channels. 	<ul style="list-style-type: none"> ✓ Standards for consistent experience. ✓ Standard training for Adult league coordinators and staff. ✓ Expand programs to include new formats & demographics. ✓ Create connections between adult players and youth volleyball. ✓ Enhance the social component.

5. COACHES

MY MOTIVATION TO COACH VOLLEYBALL

1. Stay Involved
2. Give back to the sport.
3. My child plays / For fun.

MY TOP 3 THINGS FOR VBC TO DELIVER

1. Coach education and development.
2. Club competitions and Provincial Championships
3. Safety standards.
4. Increased female leadership

MY PERSONALITY

I am friendly and enjoy connecting and developing youth. I prefer to be on the court providing hands-on support. I have a limited amount of time to complete educational requirements and other types of development.

MY GOALS IN VOLLEYBALL

My main goal is to develop athletes. I also aim to coach until it is not fun anymore. I may wish to win a provincial or national title.

MY COMMUNICATION WITH VBC

I get most of my info from the VBC website, e-newsletter, or by email. I am most likely to email VBC with questions rather than to telephone. I use Instagram and Facebook for social media

OPPORTUNITIES TO IMPROVE

- Dedicated coach section on website.
- Increased professional development.
- Improved access to coach requirements, including virtual formats
- Year-round focused communication.
- More face to face interaction.
- Higher profile and advocacy for coaches.

NUMBER & GENDER BREAKDOWN

755 (2019)

FEMALE	MALE
43%	56%

We have a gender gap that widens as coach education levels increase:

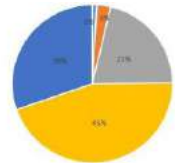
Development Trained Coaches:

40%	60%
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Performance Trained Coaches:

19%	81%
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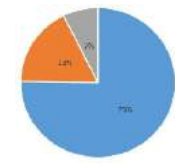
MY SATISFACTION WITH VBC



82% are "highly likely" or "likely" to refer VBC to friends and family. To improve my score, VBC could....

- Reduce the amount of red tape involved in volunteering.
- Ensure that standards are enforced across all coaches.
- Improve coaching resources and support in the regions.

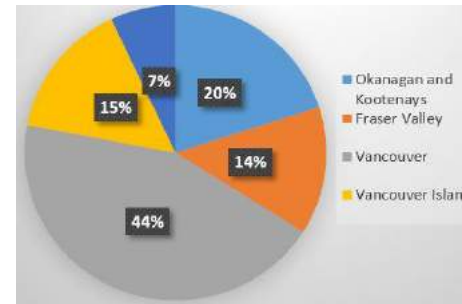
DO I FEEL PART OF VBC?



To provide more value, VBC could....

- Provide more support & devt.
- Increase the ease of certification and education.
- Create connections with coaches. Coaches were more likely to identify with their clubs than VBC.

GEOGRAPHIC BREAKDOWN



PARTICIPATION IN VBC PROGRAMS

- Indoor club volleyball tournaments.
- Provincial championships.
- Coach development programs.
- Some participation in beach volleyball tournaments.

AVERAGE AGE

- Female coaches - 20-29 years
- Male coaches - 46-60 years

ASSESSMENT OF ENGAGEMENT

PASSIVE	ACTIVE	ENGAGED
Parents of kids playing volleyball. No certification or bare minimum.	Meets coach education requirements. Undertakes additional support/learning to get better. Knows about Long Term Athlete Development.	Promotes VBC. Meets education requirements. May become a learning facilitator, or evaluator. May want to pursue a coaching career.

ENGAGEMENT GOAL: To increase coaches in the Active category by providing easy and efficient access to coach education and development opportunities. To increase coaches in the Engaged category by clearly demonstrating the coaching pathway and promoting involvement in other areas. As a result, we will improve retention of coaches.

OUR VALUE PROPOSITION

We make it as easy as possible for you to start, continue, and develop as a coach. We connect you with other coaches as part of a wider community to support your growth and share best practice whatever your coaching goals.

COMMUNICATION & CONSULTATION	CONNECTION & COMMUNITY
<ul style="list-style-type: none"> ✓ Post-program survey to provide feedback. ✓ Improve timeliness and info about tournaments, especially ranking. ✓ Increase social media campaigns. ✓ Create an improved adult section on website. ✓ Provide live results via website or social media. ✓ Create a Recreational Player Committee. ✓ Dedicated Adult communication channels. 	<ul style="list-style-type: none"> ✓ Standards for consistent experience. ✓ Standard training for Adult league coordinators and staff. ✓ Expand programs to include new formats & demographics. ✓ Create connections between adult players and youth volleyball. ✓ Enhance the social component.

6. REFEREES

MY MOTIVATION TO REFEREE VOLLEYBALL

1. Stay involved and give back
2. Fun
3. It is a part-time job. It is my career

MY TOP 3 THINGS FOR VBC TO DELIVER

1. Referee education and development.
2. Club competitions.
3. Safety standards.
4. Increased female leadership

MY PERSONALITY

I am sociable and committed to supporting volleyball. I enjoy having enough work to make refereeing viable and part of my life.

MY GOALS IN VOLLEYBALL

- To referee recreationally with the badge level I have: 58%
- To continue on high performance pathway: 44%
- To get involved in mentoring: 8%

MY COMMUNICATION WITH VBC

I get most of my info from the VBC website, email, or by e-newsletter. I am most likely to email VBC with questions rather than to telephone. I do not often use social media for VBC information. I would be interested in podcasts.

OPPORTUNITIES TO IMPROVE

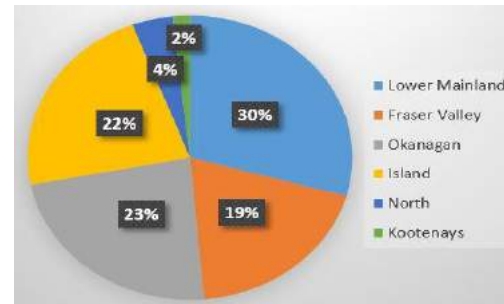
- Dedicated referee info on website.
- Improved access to certification.
- More year-round communication.
- More face to face interaction.
- Higher profile for referees.
- Virtual formats for education.
- More feedback mechanisms.
- Better support for outside Lower Mainland.

NUMBER & GENDER BREAKDOWN

395 (2019)

Level	Male	Female
1	85	134
2	59	27
3	27	8
4	17	3
5	2	0
Total	190	172

GEOGRAPHIC BREAKDOWN



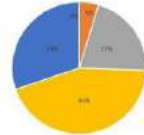
PARTICIPATION IN VBC PROGRAMS

- Indoor club volleyball tournaments.
- Provincial championships.
- Coach development programs.
- Some participation in beach volleyball tournaments.

TOP 3 AGE BRACKETS OF REFEREES

- 18 and under- 36%
- 46-60- 20%
- 30-45- 16%

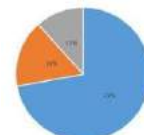
MY SATISFACTION WITH VBC



70% are "highly likely" or "likely" to refer VBC to friends and family. This was the lowest score of all member groups. To improve, VBC could....

- Increase involvement and consultation with referees.
- Transparency about decisions.
- Ensure that standards are enforced across the sport.

DO I FEEL PART OF VBC?



To provide more value, VBC could....

- Ensure referees feel a valued part of the volleyball community.
- Increase the profile of refereeing.
- Improve communication and information to referees

ASSESSMENT OF ENGAGEMENT

PASSIVE	ACTIVE	ENGAGED
Parents of kids playing volleyball. No certification or bare minimum.	Meets coach education requirements. Undertakes additional support/learning to get better. Knows about Long Term Athlete Development.	Promotes VBC. Meets education requirements. May become a learning facilitator, or evaluator. May want to pursue a coaching career.

ENGAGEMENT GOAL: To increase coaches in the Active category by providing easy and efficient access to coach education and development opportunities. To increase coaches in the Engaged category by clearly demonstrating the coaching pathway and promoting involvement in other areas. As a result, we will improve retention of coaches.

OUR VALUE PROPOSITION

We value you as an essential part of our volleyball system. We make it as easy as possible for you to start, continue, and develop as a referee. We offer you paid opportunities to put your refereeing into practice. We connect you with other referees as part of a wider community to support your growth and share best practice whatever your goals.

COMMUNICATION & CONSULTATION	CONNECTION & COMMUNITY
<ul style="list-style-type: none"> ✓ Create a Referee hub on the new website. ✓ Increase recognition of referees, including building a social media presence. ✓ Clear information about job opportunities. ✓ Annual Referee Survey. ✓ Dedicated referee newsletter. ✓ Explore use of new tools (eg. podcasts, apps) etc to support engagement. 	<ul style="list-style-type: none"> ✓ Promote a clear referee pathway. ✓ Place Level 1 referee course online. ✓ Regular opportunities to bring referees together ✓ Robust calendar of referee devt. ✓ Enhance support at VBC events. ✓ Increase opportunities to wear VBC brand.

7. CLUB DIRECTORS

MY MOTIVATION TO REFEREE VOLLEYBALL

1. Having fun.
2. Giving back.
3. Being involved in the sport.
4. Personal development.

MY TOP 3 THINGS FOR VBC TO DELIVER

1. Club competitions.
2. Club support.
3. Coach development

MY PERSONALITY

I am busy and have lots going on. I'm engaged in my community and I care about how my involvement positively impacts the sport. I like to be busy and I often wear multiple hats (eg. Coach)

MY GOALS IN VOLLEYBALL

I enjoy supporting the development of athletes. I will stay involved for as long as I am enjoying it and the demands aren't too onerous.

MY COMMUNICATION WITH VBC

I use Instagram and Facebook. I want to receive content on volleyball tips & tricks, volleyball news, and VBC events/activities. VBC can improve communication by answering more quickly, proactively sharing information, and updating the website.

OPPORTUNITIES TO IMPROVE

- Increase consultation.
- Increase 1:1 meetings.
- Prompt communication
- Support with registration system.
- Consistent standards for events.
- Improved customer service.
- Tailored content that is specifically relevant to club directors.

NUMBER & GENDER BREAKDOWN

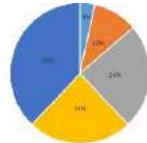
63 CLUBS (2021)

FEMALE MALE

25% 75%

* Numbers are from survey responses but correlate to the typical breakdown of club directors.

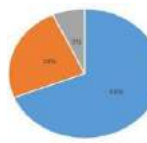
MY SATISFACTION WITH VBC



Out of all the member groups, Club Directors are the least satisfied with VBC. Just under 40% of Club Directors said that they were dissatisfied or rated VBC support as average. To improve, VBC could....

1. Increased response times.
2. Proactive distribution of info.
3. Run more opportunities to play.
4. More opportunities to be consulted and engaged

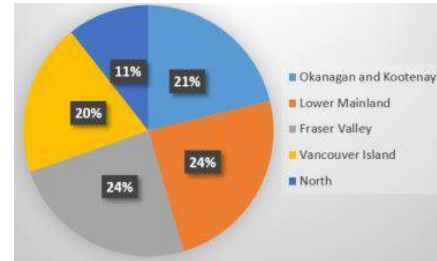
DO I FEEL PART OF VBC?



Nearly 25% of Club Directors said that they did not feel part of VBC. To provide more value, VBC could....

- Engage clubs in planning.
- Opportunities for all clubs to be heard whatever their size.
- Support clubs to handle admin.
- Enforce standards.

GEOGRAPHIC BREAKDOWN



PARTICIPATION IN VBC PROGRAMS

- Indoor club volleyball
- Provincial Championships
- Youth beach/outdoor
- Some are involved in or coach Team BC

ASSESSMENT OF ENGAGEMENT

PASSIVE	ACTIVE	ENGAGED
In our system because they have no other option. Little communication.	Communicate regularly. Access VBC resources and support as needed.	Refer players to other VBC programs. Share opinions and suggestions for improvements. May be involved in a committee or working group.

ENGAGEMENT GOAL: To increase coaches in the Active category by providing easy and efficient access to coach education and development opportunities. To increase coaches in the Engaged category by clearly demonstrating the coaching pathway and promoting involvement in other areas. As a result, we will improve retention of coaches.

OUR VALUE PROPOSITION

We recognise your essential role and prioritise our relationship with you. We support you and provide you with the information that you need to do your job. We offer services of value for your club and organise competitions for your members that are fun, fair, and developmentally appropriate. We respond promptly and value your input.

COMMUNICATION & CONSULTATION	CONNECTION & COMMUNITY
<ul style="list-style-type: none"> ✓ Mechanism for Club Director input into the Regional Development Committee. ✓ Dedicated support for registration system. ✓ 1:1 meetings between Regional Managers and Club Directors. ✓ Calendar of key dates for the year. ✓ Improved club section on website ✓ Club Directors-only section of the website. ✓ Club Guide for athletes that clubs can use. ✓ Increase recognition opportunities. 	<ul style="list-style-type: none"> ✓ Webinar series on key topics. . ✓ Customer service standards to improve response times across VBC. ✓ New Slack channel to allow instant communication and promote community among Club Directors. ✓ Standardised club events in regions. ✓ Opportunities for social connection. ✓ Review club structure. ✓ Assess opportunities for new services.

Part B. Cross-cutting Themes

FEEDBACK ON COMMUNICATION METHODS

We need to improve and increase communication with our members. We need to better articulate and explain our role as a provincial sport organisation and our value proposition to our members. Our communication methods need to be more creative and engaging

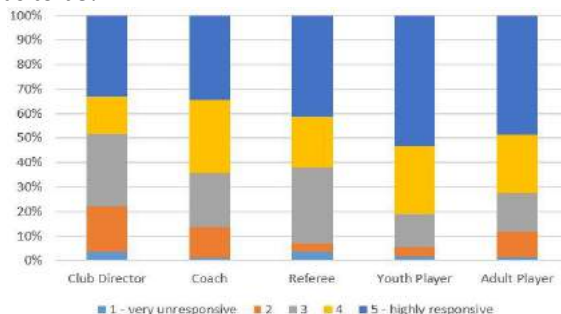
Across the board, most respondents thought that Volleyball BC's frequency of communication was **about right**.

The type of content that our members would like to receive from us varies by membership group, suggesting that it is important for us to start tailoring content specific to certain demographic.

A. COMMUNICATION

CUSTOMER / MEMBER SERVICE

If you have contacted us with a question or enquiry, how responsive have you found us to be?



On the whole, members stated that they thought we were responsive or highly responsive when they contacted us (rating 4 or 5). The results varied depending on the membership group. Club Directors gave us the lowest average score for responsiveness and Youth Players rated us the highest.

TOP OPPORTUNITIES TO IMPROVE FROM OUR MEMBERS

1. Improve website & registration process
2. More efficient and effective customer service
3. Improve and refresh content
4. Improve timeliness of communication to participants in programs
5. Use new technologies and platforms
6. Tailor our communications - different groups need different information at different times.
7. Make it clearer about who to contact about what.

WEBSITE	All groups use this for registration and seeking information. Top method of communication used across all groups. Youth participants rated their experience as 3.8 compared with adults who rated it 2.8.
INSTAGRAM	11k followers. Mostly used by Youth Players but still high relevance among all groups. We receive most engagement and commentary on Instagram compared with other social media channels.
FACEBOOK	10k followers. Second most common social media platform used by our members, especially by adults.
TWITTER	3250 followers. Least used social media platform. Limited functionality for promotion of activities.
E-NEWSLETTERS	33k subscribers with 44% open rate. Second most common method of communication for all member groups. Both adults and youths rated our newsletters as 3.8 out of 5.
YOUTUBE AND PODCASTS	Podcasts - 300+ plays on Hall of Fame series. YouTube - 1048 subscribers and 500,000 views. Areas of opportunity particularly among Club Directors, Coaches and Referees who said they would consider using them.

	IMMEDIATE PRIORITIES	LONGER TERM
COMMUNICATION TOOLS	<ul style="list-style-type: none"> ✓ Develop and launch a new website with a focus on easy navigation. ✓ Tailor newsletters and social media communication to specific member groups. ✓ Establish an annual communications. 	<ul style="list-style-type: none"> ✓ Expand use of podcasts and other digital platforms to explore new ways of communicating and connecting. ✓ Explore live streaming and results for key events and tournaments.
CUSTOMER SERVICE	<ul style="list-style-type: none"> ✓ Establish customer service standards for VBC staff and contractors to ensure consistency of response and timeliness. ✓ Create help guides for the registration system. ✓ Establish customer service timelines for programs and events. 	<ul style="list-style-type: none"> ✓ Identify and implement customer service training for VBC staff and contractors where required.

B. CONSULTATION

FEEDBACK ON CONSULTATION METHODS

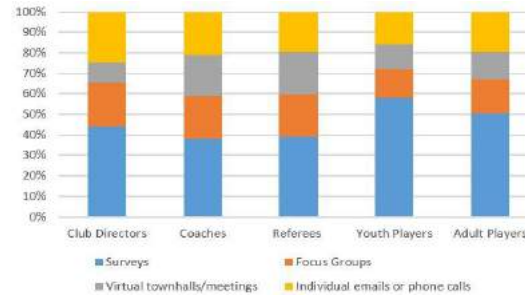
A lack of transparency, disregard for feedback and closed decision-making were listed as criticisms of the organisation. There is the need for us to examine and challenge our decision-making processes to allow for more member input.

We need to provide more opportunities for our members to provide feedback and input into our decision-making and governance. Consultation needs to take place regularly.

We also need to consider how to better consult with youth. Youth response to surveys is lower than adults (40% versus 60%). It is often unclear whether youth are answering themselves or whether parents answer on their behalf.

This is coupled with improving communication around our decisions and actions. Improved “transparency” was mentioned multiple times in terms of better communication around decision-making and strategies.

We heard in our strategic plan survey that you wanted more ways to provide feedback and input. How can we best capture this from you?



Surveys were rated as the best way to capture feedback and input, particularly with youth and adult players. Approximately 40% of Coaches and Referees mentioned focus groups or townhalls as good ways to capture feedback and input. Individual emails or phone calls were mentioned the most by Club Directors. Most of our club directors have a personal relationship with their Regional Manager so this response reflects this preference for individual contact.

TOP OPPORTUNITIES TO IMPROVE FROM OUR MEMBERS

1. Provide more opportunities for input.
2. Ensure that processes are transparent and clear to members.
3. Ensure that decisions that impact our sport are clearly explained and communicated.
4. Improve responsiveness to member feedback.
5. Ensure that there is a “feedback loop” so that participants know what was done with their input.

POST-PROGRAM SURVEYS	Sent out after programs by the program manager. Inconsistently sent out across the organisation or sent out too long after the program ended. Risk of “survey fatigue” - too many or too long surveys. We rarely loop back to respondents afterwards.
ANNUAL MEMBER SURVEY	Launched in 2021. Set of benchmark questions to be repeated annually to assess member satisfaction etc. Approx 450 respondents in 2021. Sent to players, coaches, referees, parents and club directors
TOWNHALLS & MEETINGS	Typically held for Club Directors, Coaches or Referees on specific topics. Increased during COVID-19 and now technologies are available. Easy way to connect without the geographic barriers associated with travel to the meetings. Time-intensive and not conducive to two-way discussion.
FOCUS GROUPS	Occasional use when we need to conduct research or there is a specific topic that needs to be discussed. For complex areas of work, these are a useful tool to hear in detail from our members. Small group means that viewpoints may not necessarily be reflective of broader membership.
ONE-TO-ONE CONTACT	Frequent contact with membership through phone, email and in-person. Regional Managers frequently connect with Club Directors on a one-to-one basis to discuss topics and get feedback. We endeavor to respond to all calls, emails, and meeting requests that we receive.

IMMEDIATE PRIORITIES	LONGER TERM
<ul style="list-style-type: none"> ✓ Develop a post-activity survey for all VBC programs. ✓ Create a reporting mechanism to track member input and other key indicators over time. ✓ Intentionally share results of consultation with respondents. ✓ Refine Annual Member Survey to encourage participation. ✓ Research best practice in youth engagement and consultation. ✓ Identify youth- focused technologies and ensure that all youth-targeted communication and consultation is disseminated and/or solicited via key youth platforms. 	<ul style="list-style-type: none"> ✓ Build an Evaluation Toolkit that VBC staff can use with different tools to respond to different demographics. ✓ Embed evaluation and consultation into pre, during, and post program delivery. ✓ Implement findings from best practice in youth engagement and consultation practices. ✓ Explore feasibility of a Youth Advisory Council (name tbc).

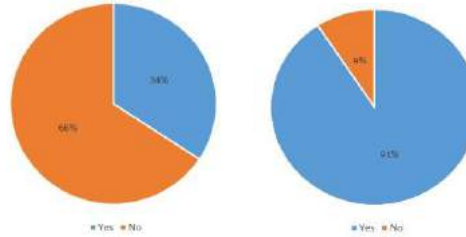
C. CONNECTION

FEEDBACK ON CONNECTION METHODS

On the whole, respondents felt part of Volleyball BC with a positive response rate of 64-75% to the statement “I feel part of Volleyball BC.” Coaches and Youth Players had the highest rates, indicating that they feel part of the organisation. Members told us that **feeling included** is linked to feeling part of the organisation.

Input into decision-making was highlighted as another area of improvement. Members want the chance to participate in our governance structure. However, it is often hard to recruit and involve members in both the Board and Committees. There is a lack of turnover on the committees and working groups.

Have you ever volunteered? Would you volunteer again?



Those who have volunteered with Volleyball BC find it an overwhelmingly positive experience but there is room for improvement. A lack of awareness of opportunities was listed as the main reason that people had not volunteered. We should improve defining roles, training and recognition.

TOP OPPORTUNITIES TO IMPROVE CONNECTION

1. Provide more opportunities for input into our governance structure.
2. Ensure that decision-making processes are transparent and clear to members.
3. Ensure that decisions are clearly explained and communicated.

TOP OPPORTUNITIES TO IMPROVE VOLUNTEERING

1. Better advertising of opportunities.
2. Creating clear roles and offering training.
3. Creating social connections.
4. Incentivising and recognising efforts.

GOVERNANCE	The Constitution and bylaws govern how we run. The voting members are individuals who purchase full membership which are typically registered youth club players or parents, referees, and club coaches. We have a large and growing population of recreational participants who do not purchase membership and therefore are not eligible to vote. There has been a lot of work done in the wider sport community about good governance that we can align with. .
COMMITTEES AND WORKING GROUPS	There are varying levels of consultation, involvement and communication with Committees. The Terms of Reference for some committees are out of date. Recruiting individuals is a challenge and there are no youth players involved in any of our groups. We do not always proactively communicate or share the work of the committees with our wider membership.
VOLUNTEERS	Recruiting volunteers is challenging. Time is the main factor that most cite as an issue. Opportunities to volunteer are not listed on our website. We do not have a clear volunteer recruitment and recognition plan.

	IMMEDIATE PRIORITIES	LONGER TERM
GOVERNANCE	<ul style="list-style-type: none"> ✓ Review of constitution and bylaws to ensure updated. ✓ Review of VBC against Sport Code of Governance to ensure best practice. 	<ul style="list-style-type: none"> ✓ Implementation of findings and recommendations from the reviews.
COMMITTEES AND WORKING GROUPS	<ul style="list-style-type: none"> ✓ Review Committees to identify improvements to involvement & communication. ✓ Identify new areas for a committee or working group. ✓ Develop skills matrix and targeted recruitment. ✓ Create a committee section on volleyballbc.org ✓ Identify and apply best practice in youth engagement 	<ul style="list-style-type: none"> ✓ Revise committees that are primarily staff to ensure consultation. ✓ Establish new committees where required. ✓ Look at new formats and technologies that allow a broader demographic to participate. ✓ Profile individuals on our Committees.
VOLUNTEERS	<ul style="list-style-type: none"> ✓ Volunteer section on website. ✓ Develop role descriptions. ✓ Implement recognition and appreciation measures. 	<ul style="list-style-type: none"> ✓ Develop on-boarding and training materials. ✓ Establish mentorship opportunities for youth.

D. COMMUNITY

FEEDBACK ON COMMUNITY METHODS

We heard repeatedly that community and social connection is one of the biggest benefits from participating. Listed in the top reasons for playing was having fun, being part of a team, and the volleyball culture and community. The flip side is that we are not always seen as inclusive and welcoming - there were stories of people finding it hard to “break into” the volleyball community or feeling excluded. We must ensure that our community is accessible to everyone who wishes to join.

VBC events were listed as the main way we can raise the profile of the volleyball community. The top strength cited was our ability to organise and run events, tournaments and programs. The promotion of core values and behaviour underpinning our sport was also seen as key to creating community beyond the game itself.

Celebration of individuals and events is seen as essential for building community. Members feel that VBC should raise awareness of volleyball and celebrate the sport. “Promotion of volleyball as a sport and BC athletes and their achievements” was ranked second in the group of profile-raising activities, indicating that members feel that VBC should raise awareness and celebrate the sport. It was noted that “achievements” did not necessarily only mean those who reach the highest level. Volleyball BC has a unique role as the custodian of the history and legacy of volleyball in British Columbia. We have established the BC Hall of Fame that acknowledges community contributions, however, there are gaps in our knowledge and connection with alumni. It is challenging to capture information and we lack resources to specifically target and service this demographic. More work is needed.

TOP OPPORTUNITIES TO IMPROVE CONNECTION

1. Provide more ways to come together.
2. Ensure that everyone feels welcome and part of the community.
3. Increase stories and opportunities to celebrate BC athletes and participants in all areas.
4. Create community beyond the game itself through activities that promote shared values.

EVENTS	We place a big emphasis on event-hosting with year-round events. Our signature events include the Vancouver Open and Beach Tour. Event organisation was listed by our members as a core attributes but they also said there is room for improvement in aspects of organisation and communication. We typically are at maximum capacity for our events so need to consider our role in delivery versus building capacity in the community.
CELEBRATION, AWARDS AND RECOGNITION	We have room for improvement in broadening who and what we recognise. We need to ensure that we celebrate individuals who have contributed in other ways than sporting excellence. There is an opportunity to promote the values and behaviour that we want to see in our community. Care must be taken to ensure that our awards, and social media coverage is reflective of diversity in our membership.
ALUMNI	Like many sport organisations, our work with alumni is informal and limited. The Hall of Fame and Excellence Awards are the main way that we capture and celebrate alumni. There are gaps in our knowledge and connection with alumni. It is challenging to capture information and to track individuals. We lack staff resources in this area.

	IMMEDIATE PRIORITIES	LONGER TERM
EVENTS	<ul style="list-style-type: none"> ✓ Standards to ensure consistent deliver. ✓ Build our online community through virtual events. ✓ Provincial assessment to identify opportunities in event delivery. 	<ul style="list-style-type: none"> ✓ Build event capacity through best practice, tool kits, and training. ✓ New partnerships to facilitate new events targeting new communities and demographics.
CELEBRATION, AWARDS AND RECOGNITION	<ul style="list-style-type: none"> ✓ Create spaces in our communications to acknowledge a variety of contributions ✓ Review annual awards to ensure representation and relevance. 	<ul style="list-style-type: none"> ✓ Promote our values through awards and recognition. ✓ Explore new informal opportunities to encourage member involvement in celebrating and recognising achievements and contributions.
ALUMNI	<ul style="list-style-type: none"> ✓ Define alumni and clear objectives for engagement. ✓ Establish alumni database. ✓ Learn from best practice. 	<ul style="list-style-type: none"> ✓ Develop a plan and engagement/communication initiatives to meet our objectives.

Measuring Impact

This Member Engagement and Communication Plan outlines some ambitious initiatives that will be rolled out from 2022-2024. We are in a time of change which means that our Member Engagement Plan must be flexible. Member engagement is not easy and difficult to measure. As we outline in this plan, engagement is multi-faceted and comprises tangible and intangible elements. Here are our commitments to monitoring and evaluation:

- We have identified Key Performance Indicators (see page 3) to monitor annually.
- Staff will evaluate delivery of the areas of action on a quarterly basis.
- The Board will receive regular staff reports to ensure that we are on track.
- A full scale review of the Engagement Plan will be conducted annually.
- Volleyball BC will share our progress annually with our members and the wider volleyball community.

We share this plan with our members as a commitment to providing experiences and services that meet your needs. Our volleyball community is special - and we take our role in serving the community very seriously. We look forward to working with you and supporting you to deliver safe and enjoyable volleyball in British Columbia.

