



# MEMBER ENGAGEMENT & COMMUNICATION PLAN

Connecting,  
communicating, &  
supporting our community



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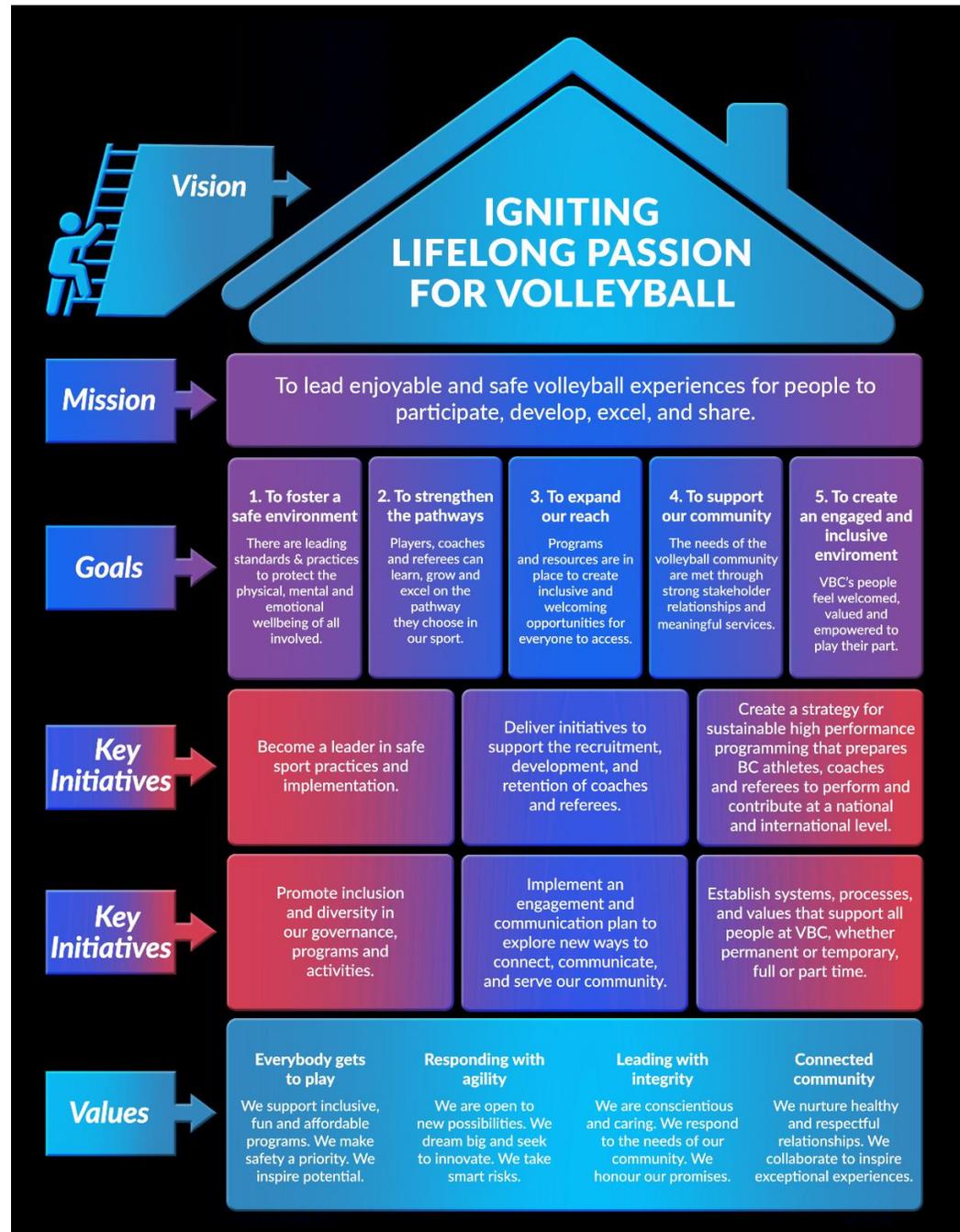
# 1. Introduction

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”.



## 2. Why do we need a Membership Engagement and Communication Plan?

Over the last couple of years, we consulted widely with the volleyball community, both as part of developing our new Strategic Plan in early 2020 and in the launch of our first Annual Survey in Summer 2021. 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.
- Satisfaction levels and likelihood to recommend have remained the same or even improved between surveys completed in January 2020 and June 2021. This is despite the COVID-19 pandemic that has so deeply affected volleyball over the last 18 months.
- 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 and 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 planning and 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...**

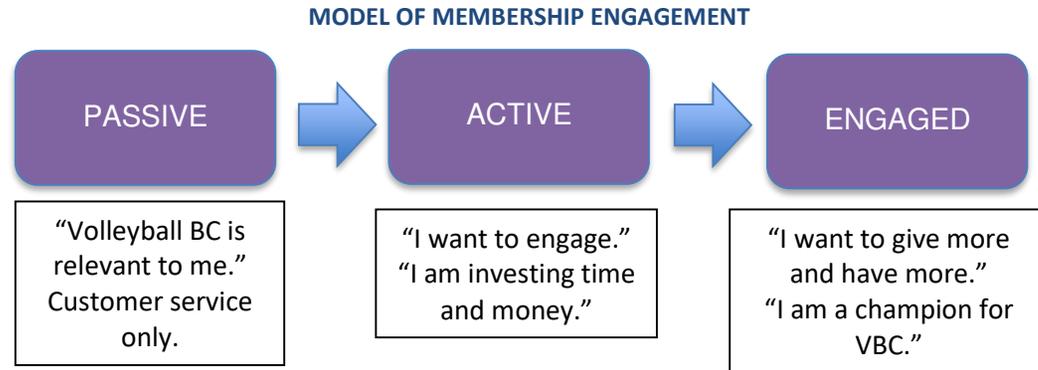
- Between 16-25% said that they did not feel part of Volleyball BC.
- Belonging is directly linked to how and how frequently members engage with us – generally the more you participate in our activities, the more you feel part of VBC. Adult Players were most likely to say that they did not feel part 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.

### 3. Developing the Plan

We used a definition of member engagement as:

*"ongoing interaction between a member and an organization in exchange for meaningful value".*

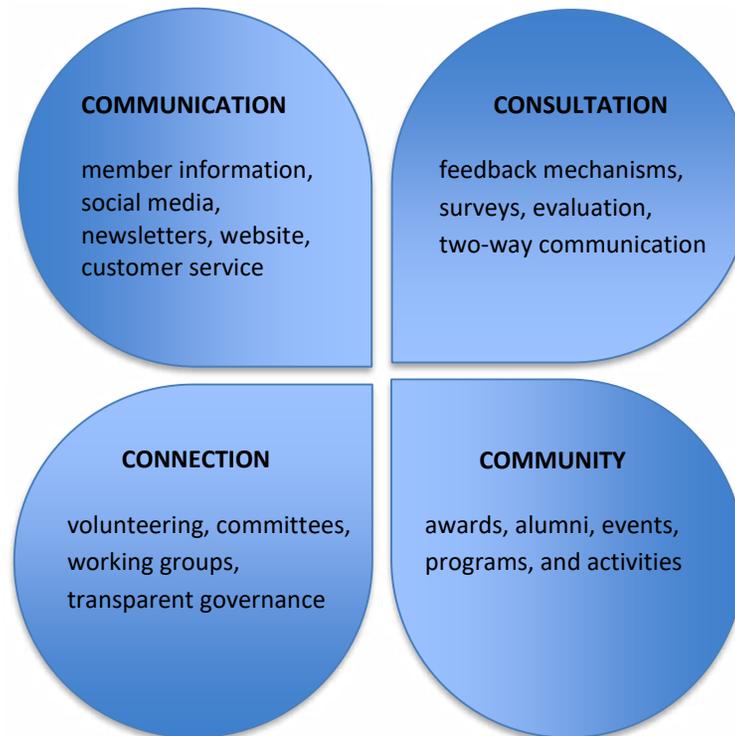
While customer service is passive and reactive, engagement is active member contact. Member engagement is about building relationships, creating connections, and adding value. We developed a model that looked at different levels of member engagement as outlined on the right.



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."

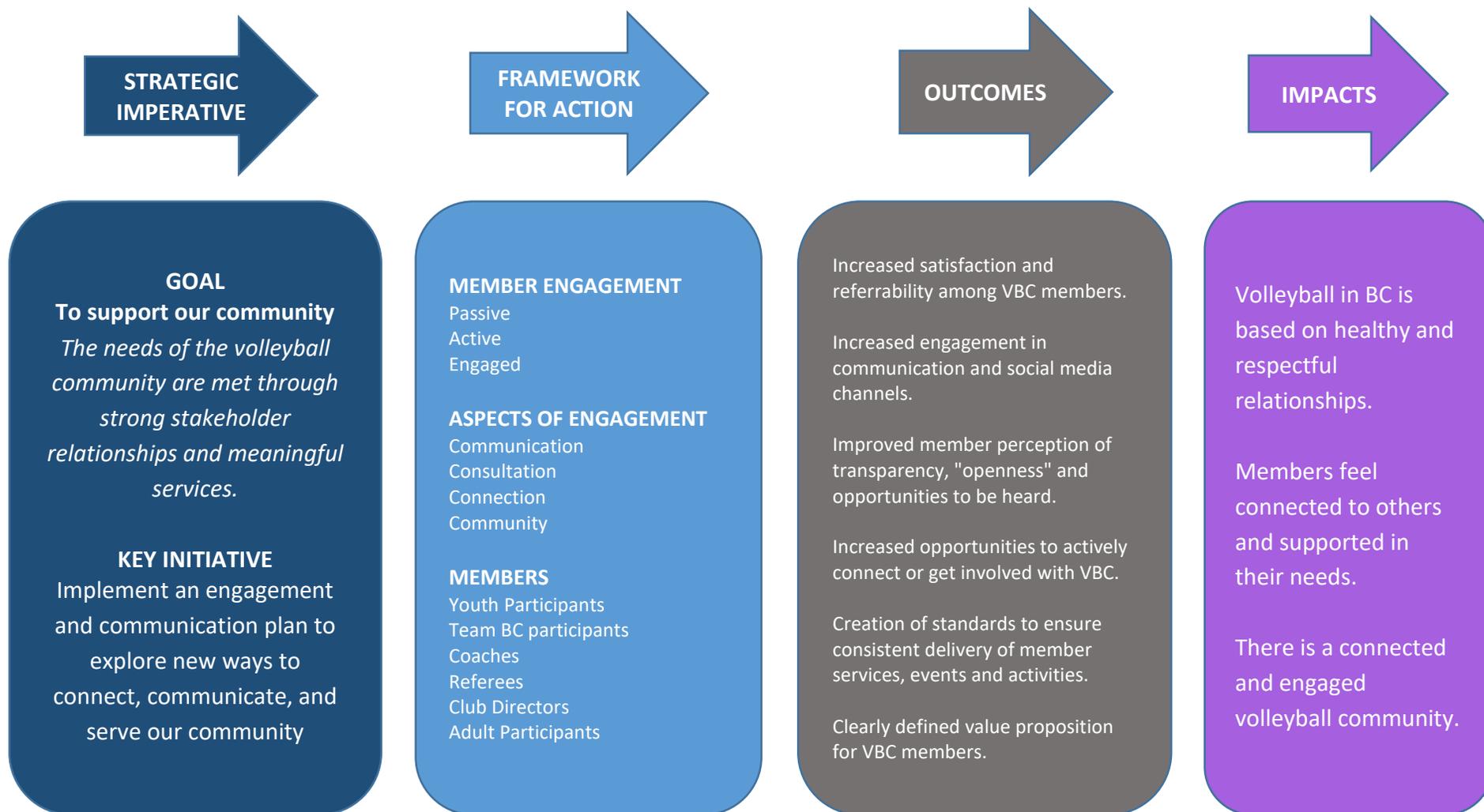
When we probed more deeply into what contributes to member engagement, we identified 4 key aspects that are outlined on the right. This plan looks at each of these areas in relation to our membership groups.

*(Note: Member engagement can also be improved through the development of programming and activities but this is outside the scope of this plan and is addressed in other plans elsewhere.)*



**FOUR ASPECTS OF ENGAGEMENT**

In the diagram below we propose that a framework for action 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.



To develop this Plan, we undertook a series of steps to assess best practice, to consult with our members, and to prioritise actions for change.

June/July 2021



August 2021



Sept 2021



Oct-Nov 2021



Dec 2021 – Jan 2022

#### **Annual Member Survey**

Development of survey, implementation, and results analysis.

#### **Development of Member Profiles**

We undertook research and data collection to build an understanding of the different demographics that make up our volleyball community, their needs, issues, and how we might serve them better.

#### **Review of Member Experience**

We determined where each Member Profile is currently on the Member Engagement funnel and where we thought they should be in the future. We reviewed how we currently interact and communicate with each Member Profile. This included assessing each touchpoint and identifying how we might improve their experience and our value proposition to them.

#### **Identification of Next Steps**

We reviewed and prioritised all our suggested improvements and actions for change.

#### **Development of the Plan**

We synthesized all the information, wrote the Plan, and shared it with our members.



## 4. Introducing the Plan

Over the following pages, you will find the commitments to action we are making as part of our Member Engagement and Communication Plan. The Plan is divided into three sections:

**Part A - Member Profiles:** Seven different demographics in our community are profiled with summarised information about them, their current experience, and how we might improve how we meet their specific needs. The profiles have been developed using registration information, member survey responses, and information gathered by staff. The profiles include youth club players, youth recreational players, adult players, club directors, coaches, referees, and Team BC participants.

*Note: We have drawn on the data that we currently have about each profile and we recognise that there are some gaps in some places.*

**Part B - Communication, Consultation, Connection and Community:** This section includes areas of focus that impact all of Volleyball BC's membership and community. We outline our intentions to improve areas such as communication, customer service, consultation, and involvement that cross-cut all the member profiles outlined in Part A.

### **Part C - Measuring Impact**

This section includes the Key Indicators that we will be using to assess progress against the actions and outcomes outlined in the plan. You will also find information about our evaluation and reporting process to ensure that the Plan stays relevant and the BC volleyball community understands the work we undertake.



## Part A. Member Profiles

### NUMBERS OVER LAST 5 YEARS

2020 - 5826  
 2019 - 3809  
 2018 - 3563  
 2017 - 3372  
 2016 - 3080  
 Pre-COVID-19, enrollment was steadily increasing.  
*\*As our last complete club season, 2019 numbers are used for the profile.*

### GENDER BREAKDOWN (2019)

	FEMALE	MALE
13U	267 (7%)	N/A
14U	817 (21%)	288 (8%)
15U	742 (19%)	240 (6%)
16U	615 (16%)	258 (7%)
17U	198 (6%)	N/A
18U	200 (6%)	184 (4%)

75% female and 25% male

### 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

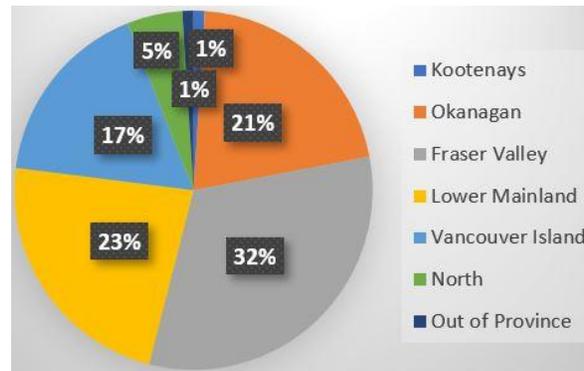
Play with my friends. Be the best I can be and play for the rest of my life.

### MY COMMUNICATION WITH VBC

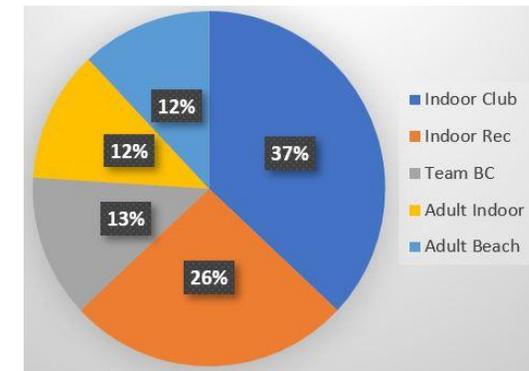
I get most of my info from the VBC Instagram account or website. I am most likely to email VBC with questions. My parents may also communicate with VBC on my behalf.  
 I want to receive content on volleyball news, tips & tricks, and VBC events/activities.  
 VBC can improve communication by improving the website and registration, providing more efficient customer service, and providing fresh and relevant content.

## 1. YOUTH CLUB PLAYERS

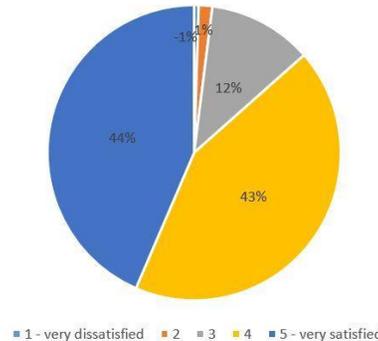
### GEOGRAPHIC BREAKDOWN (2019)



### PARTICIPATION IN VBC PROGRAMS



### MY SATISFACTION WITH VBC

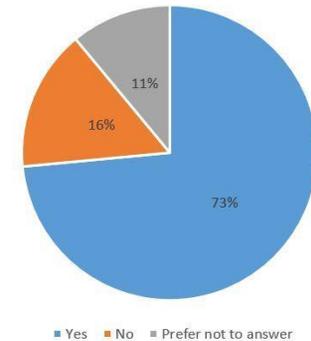


Over 90% are "highly likely" or "likely" to refer VBC to friends and family.

### To improve my score, VBC could....

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

### DO I FEEL PART OF VBC?



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

1. Provide more opportunities to be consulted or listened to.
2. Improve or increase frequency of programs and events.
3. Create community beyond the game itself.
4. Improve communications.

### ASSESSMENT OF ENGAGEMENT

PASSIVE	ACTIVE	ENGAGED
I've tried club volleyball once. My parents just 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 multiple programs.
<b>23%</b>	<b>62%</b>	<b>15%</b>
<b>ENGAGEMENT GOALS</b> To increase the numbers of Club Players in the Active and Engaged categories in age categories of 15U and above, as evidenced by retention in the club system.		

### CURRENT TOUCHPOINTS WITH VBC

Sept-Dec	Mostly virtual and indirect communication via clubs or coaches.
Jan	Registration on volleyballbc.org
Club Season	In-person contact at events and Provincial Championships
Post-Club Season	Online survey for season feedback.
All Year	Social media and website.

### 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 opportunities for appropriate competition and programs.
- Increased use of social media to create community.

### OUR VALUE PROPOSITION FOR YOUTH CLUB PLAYERS

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

#### IMMEDIATE PRIORITIES

- Create a Club Guide for athletes and families.
- Increase direct communication to club players and families with relevant content eg. tailored/focused e-newsletters for club participants with club-specific content.
- Create social media recognition and profile campaigns for club season.
- Implement Annual Member Survey and opportunities for feedback post-club season.

- Implement standardised Club events in each region, providing consistency of experience.
- Create an improved club section on the new volleyballbc.org website with easily navigable information on Club volleyball.
- Create a dedicated support/help section for the registration system.

#### LONGER TERM

- Increase consistent year-round communication directly to youth Club participants and families.
- Provide live feeds of VBC events.
- Establish a Youth Advisory Group to provide input into VBC programs and services.

- Review the club structure to increase opportunities for meaningful competition and participation.
- Extend programming opportunities for those who do not make club or who wish to transition out of club programs (eg. house leagues).

## 2. YOUTH RECREATIONAL PLAYERS (VBC PROGRAMS)

### NUMBERS OVER LAST 5 YEARS

2021 – 1200\*  
 2020 - 101  
 2019 - 217  
 2018 - 349  
 2017 - 475

*\*During COVID-19 recreational clinics and camps were one of the few programs we could run under health orders.*

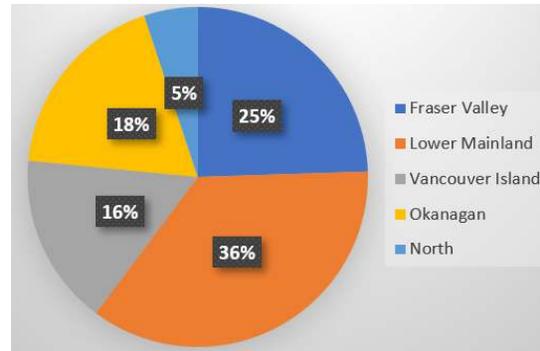
### GENDER BREAKDOWN

FEMALE	MALE
70%	30%

### AGE BREAKDOWN

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

### GEOGRAPHIC BREAKDOWN



### 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

### MY MOTIVATION TO PLAY VOLLEYBALL

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

### 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 TOP 3 THINGS FOR VBC TO DELIVER

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

### MY GOALS IN VOLLEYBALL

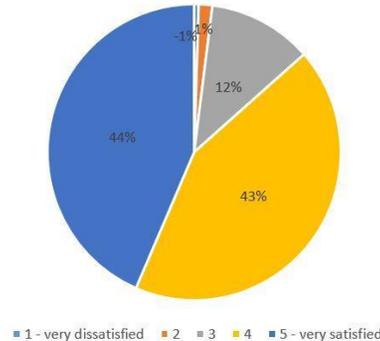
I want to play with friends and have fun. I want to try a new sport and see if I want to take it further.

### 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.

I want to receive content on VBC events and programs, tips & tricks, and volleyball news. VBC can improve communication by improving the website and registration and providing more efficient customer service.

### MY SATISFACTION WITH VBC

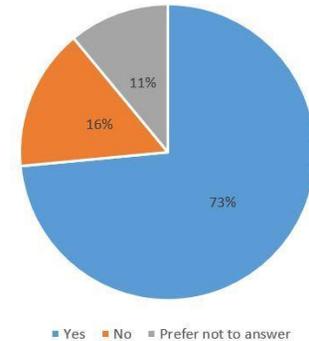


Over 90% are “highly likely” or “likely” to refer VBC to friends and family.

### To improve my score, VBC could....

1. Improve communication about the logistics of programs and activities.
2. Provide more recreational programming, especially outside of the 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 itself.
3. Improve communications - produce an annual schedule or provide information about the programs earlier (1-2 months in advance of the program is not early enough for most families).

**ASSESSMENT OF ENGAGEMENT**

<b>PASSIVE</b>	<b>ACTIVE</b>	<b>ENGAGED</b>
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.
<b>30%</b>	<b>50%</b>	<b>20%</b>
<b>ENGAGEMENT GOALS</b> 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.		

**CURRENT TOUCHPOINTS WITH VBC**

Pre-Program	Website
During Program	Coaches and Email
Post-Program	Website and Email
All Year	Website and Email

**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 frequency of recreational programs in additional municipalities or new demographics.
- Recreational coach development to strengthen the quality of programs.

**OUR VALUE PROPOSITION FOR RECREATIONAL YOUTH PLAYERS**

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**

**IMMEDIATE PRIORITIES**

- Implement regular post-program surveys and other evaluation methods to assess effectiveness of programs and to identify improvements. Focus on youth-appropriate evaluation tools to gain participant feedback.
- Develop a clear and easily navigable section on recreational youth programming on the new volleyballbc.org website.
- Highlight the successes and achievements of grassroots and recreational programs across VBC communication platforms.

- Implement and communicate a new and improved grassroots pathway that clearly shows how recreational programming interrelates with competitive volleyball.
- Create program standards to ensure that VBC recreational programs are consistently delivered across BC.

**LONGER TERM**

- Integrate connections between youth recreational programs and other VBC programs by proactive cross-promotion and communication.
- Establish a Youth Advisory Group to provide input into VBC programs and services.

- Provide development to recreational coaches to ensure consistency of program delivery (to be addressed in VBC's *Coach Development Plan*).
- Expand VBC recreational programs to new municipalities, new demographics (eg. parent and tot), or areas of demand.
- Explore partnerships with clubs and other volleyball organisations to encourage links with the club system.

### 3. TEAM BC ATHLETES

#### NUMBERS OVER LAST 5 YEARS

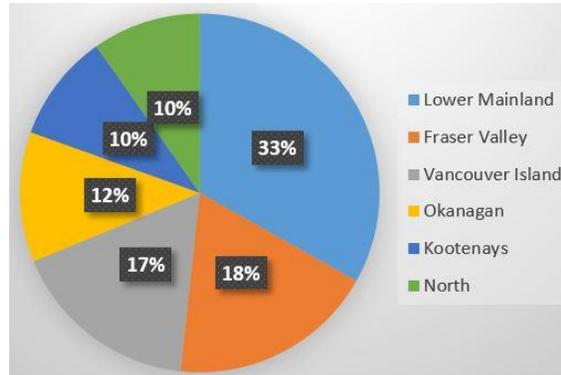
2021 - 583  
 2020 - 252  
 2019 - 638  
 2018 - 670  
 2017 - 608

\*breakdown below

#### GENDER BREAKDOWN (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%

#### GEOGRAPHIC BREAKDOWN



Graph is for 14U TBC Ignite. Geographic breakdowns for other programs are included in the appendix.

#### 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.

#### MY MOTIVATION TO PLAY VOLLEYBALL

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

#### 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 TOP 3 THINGS FOR VBC TO DELIVER

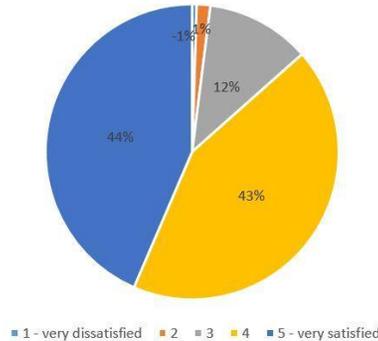
1. Club programs.
2. HP programming
3. Mental, emotional and social wellbeing.

#### 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.

I want to receive content on VBC programming, the HP pathway, and volleyball news and accomplishments. I'm also interested in livestreaming TBC programming. VBC can improve communication by improving the website and registration.

#### MY SATISFACTION WITH VBC

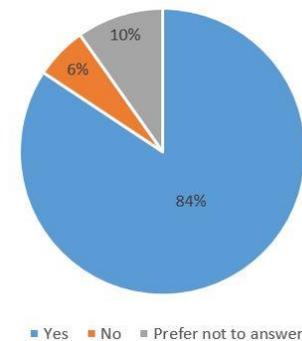


Over 70% of TBC Ignite participants and 98% of TBC Select participants are "highly likely" or "likely" to refer the program to friends and family.

#### To improve my score, VBC could....

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

#### DO I FEEL PART OF VBC?



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

1. Provide more tailored and personalised communication.
2. Improve customer service and communications, especially around registration and timeliness.
3. More transparency about the selection process and how decisions are made.

### ASSESSMENT OF ENGAGEMENT

<b>PASSIVE</b>	<b>ACTIVE</b>	<b>ENGAGED</b>
Non-TBC athletes	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 TBC Select athletes.
<b>30%</b>	<b>50%</b>	<b>20%</b>
<p>To increase the numbers of Team BC Players in the Active category by providing accessible and quality programming.</p> <p>To increase the amount of identified athletes in the Engaged category by actively identifying athletes and communicating the Team BC pathway.</p>		

### CURRENT TOUCHPOINTS WITH VBC

Sept-Oct	HP Cap Website update
Dec	HP Camp
Jan-Feb	Share TBC pathway
Mar-Apr	TBC tryouts and selection emails
June	Logistics emails
July	TBC Programs
Aug	Post-program survey

### OPPORTUNITIES TO IMPROVE

- Easy to navigate information about the high performance / Team BC pathway.
- Provide effective and efficient customer service.
- Increase frequency of high performance programming and opportunities.
- Tailored communication for the high performance athlete.
- Establish clear expectations and standards for High Performance programs and athletes, demonstrating value for investment.
- Raise the profile and recognition of the Team BC brand.
- Improve understanding of Team BC selection processes.

### OUR VALUE PROPOSITION FOR TEAM BC ATHLETES

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 high performance pathway so that you can reach your full potential.

### COMMUNICATION & CONSULTATION

### CONNECTION & COMMUNITY

#### IMMEDIATE PRIORITIES

- Develop clear and easily navigable high performance/ Team BC pathway on the new volleyballbc.org website.
- Showcase Team BC athletes, coaches and achievements across VBC communication platforms.
- Create clear communication and information about Team BC selection process.

- Improve Team BC branding, look, and feel to enhance participant experience.
- Create program and brand standards to ensure that Team BC standards are consistently delivered across all programs and provide value for investment.
- Establish Team BC Ignite camps as an introduction to the Team BC experience.

#### LONGER TERM

- Direct communication with Club Directors and Coaches to encourage athlete identification and awareness of Team BC opportunities.
- Explore opportunity for dedicated communication channels for Team BC (eg. Instagram, specific forums etc).

- Increase year-round engagement and connection with Team BC athletes.
- Increase opportunities for athletes and families to connect and learn about Team BC.
- Raise profile and create connections between Team BC alumni.

Note: These activities specifically relate to member engagement. Additional information about Team BC pathways, programs, and our high performance objectives will be outlined in separate documents.

## 4. ADULT PLAYERS (VBC PROGRAMS)

### NUMBERS OVER LAST 5 YEARS

2019 - 3476  
2018 - 3238  
2017 - 3110  
2016 - 3171

Note: COVID highly impacted adult sport so we have not included 2020 & 2021 numbers. Pre-pandemic, participant numbers in VBC programs were increasing.

### GENDER BREAKDOWN (2019)

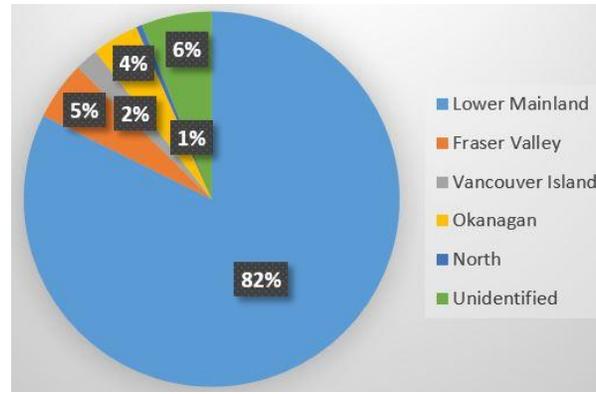
FEMALE MALE

*Adult leagues & skills:*  
43% 46%

*Adult Tournaments:*  
43% 57%

Note: some opted not to identify.

### GEOGRAPHIC BREAKDOWN (2019)



### PARTICIPATION IN VBC PROGRAMS

- Adult indoor tournaments.
- Adult leagues – indoor and outdoor.
- Some teenage participants also play Team BC or club volleyball.

### EXPERIENCE IN VOLLEYBALL

1. Played adult recreational volleyball
2. Played high school volleyball
3. Played club volleyball
4. Played post-secondary volleyball

### 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, Vancouver Open and Beach Tour.
3. Indoor Adult 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.

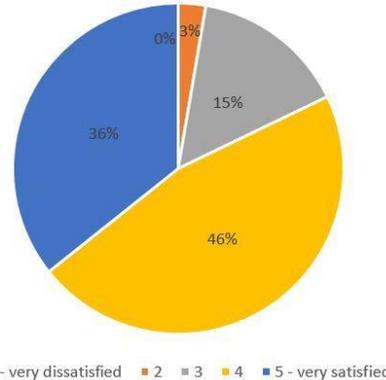
### MY GOALS IN VOLLEYBALL

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 and Facebook for social media. I want to receive content on VBC events/activities, volleyball tips & tricks, and prizes or competitions. VBC can improve communication by tailoring content specific to adult participants and making it easier to find relevant information.

### MY SATISFACTION WITH VBC

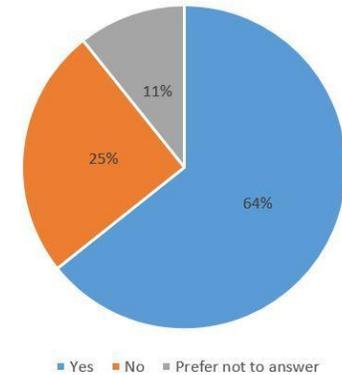


**88% are "highly likely" or "likely" to refer VBC to friends and family.**

### 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 make my membership more valuable, VBC could....**

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

### 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.
7%	90%	3%
<b>ENGAGEMENT GOALS</b> 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.		

### CURRENT TOUCHPOINTS WITH VBC

Program Open	Email and e-newsletter Reminders via social media
Pre-Program	Emails and phone calls if needed
Program	In-person contact at leagues and events
Post-Program	Emailed survey
All Year	Social media, e-newsletters, and website.

### OPPORTUNITIES TO IMPROVE

- More consistent use of post-program surveys and other tools for consultation and feedback.
- Tailored information and content that is specifically relevant to adult players
- Easy to find and navigate information and registration.
- Increased attention to the social side of participation.
- Consistency of customer service and program delivery.
- Expansion of programming and demographics.
- Increase connection between adult players and other areas of volleyball system (eg. coaching, refereeing)

### OUR VALUE PROPOSITION FOR ADULT PLAYERS

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

#### IMMEDIATE PRIORITIES

- Establish a standard post-program survey to provide the chance for feedback and recommendations for improvements.
- Improve timeliness and sharing of information about tournaments, especially ranking.
- Increase social media recognition and profile campaigns for adult recreational and competitive programs.
- Create an improved adult section on the new volleyballbc.org

- Create and implement standards for adult programs and tournaments to create a consistent experience.
- Develop and implement standard training for Adult league coordinators and event staff.
- Explore opportunities to expand programs to include new formats and demographics (eg. grass, under 21s etc).

#### LONGER TERM

- Provide live results for tournaments via website or social media.
- Create a Recreational Player Committee or Advisory Group.
- Create a dedicated Adult Player newsletter and other communication channels with tailored content.
- Develop adult-specific content beyond simply marketing VBC programs.

- Expand VBC adult programs and events outside of the Lower Mainland.
- Create and promote connections between adult players and youth volleyball, coaching, and refereeing.
- Enhance the social component, facilitating connections and community (eg. member benefits, sponsorship)

## 5. COACHES

### NUMBERS OVER 20 YEARS

2019- 755  
2013 - 529  
2008 - 459  
2003 - 378

### AVERAGE AGE

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

### RETENTION (5YR AVERAGE)

1 year: 53.94%  
3 years: 25.52%  
5 Years: 11.93%  
10 Years: 4.18%

### MY MOTIVATION TO COACH

- Stay Involved
- Give back to the sport.
- My child plays / For fun.

### 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.

### GENDER BREAKDOWN (2019)

FEMALE	MALE
43%	56%

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

*Development Trained Coaches:*  
40% 60%

*Performance Trained Coaches:*  
19% 81%

### MY GOALS IN VOLLEYBALL

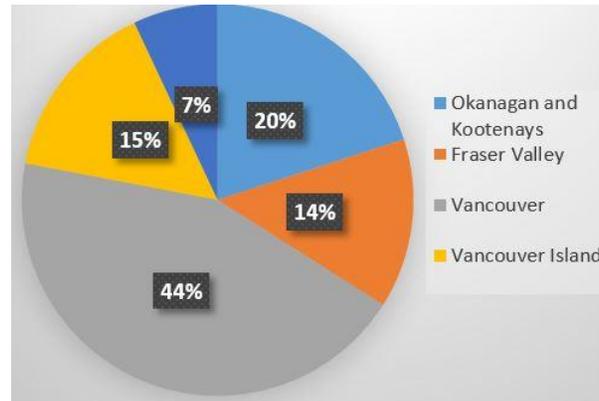
My main goal is to develop athletes. I also aim to coach until it is not fun anymore. I may wish to win a provincial or national title.

### MY COMMUNICATION WITH VBC

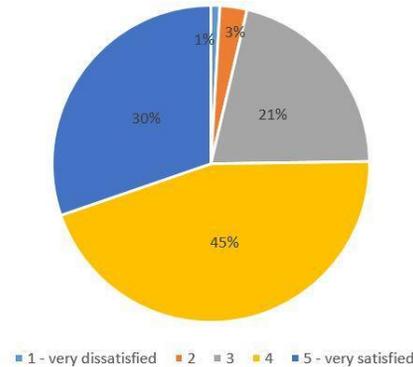
I get most of my info from the VBC website, e-newsletter, or by email. I am most likely to email VBC with questions rather than to telephone. I use Instagram and Facebook for social media .

I want to receive content on Coaching, VBC events/activities, and volleyball tips & tricks. VBC can improve communication by improving the website and being more proactive / timely with information.

### GEOGRAPHIC BREAKDOWN (2019)



### 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 and regulations are enforced across all coaches.
- Improve the provision of coaching resources and support in the regions.

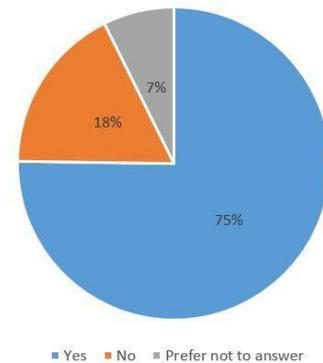
### PARTICIPATION IN VBC PROGRAMS

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

### MY TOP PRIORITIES FOR VBC TO DELIVER

- Coach education and development.
- Club competitions and Provincial Championships
- Safety standards.
- Increased female leadership

### DO I FEEL PART OF VBC?



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

- Provide more support and development.
- Increase the ease of certification and education.
- Improve connections within the coach community.

Coaches were more likely to identify with their clubs rather than VBC, unless they were directly coaching for VBC programs.

### 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.
50%	30%	20%
<b>ENGAGEMENT GOALS</b> 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 across the system.		

### CURRENT TOUCHPOINTS WITH VBC

Pre-Club Season	Emails and newsletters Release of coach education requirements.
Club Season	Education reminder emails. In-person contact at events. Monthly email.
Post-Club Season	Feedback survey. Release of beach education requirements.
Beach Season	Emails and queries
All Year	Social media, e-newsletters, and website. Limited contact.

### OPPORTUNITIES TO IMPROVE

- Dedicated coach section on website.
- Increased education and professional development.
- Improved ease of access to coach requirements.
- More year-round dedicated communication.
- More face to face interaction.
- Bring coaches together in virtual or physical forums..
- Higher profile and advocacy for coaches.
- Explore virtual formats for coach development and education.

### OUR VALUE PROPOSITION FOR COACHES

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

#### IMMEDIATE PRIORITIES

- Create a Coach hub on the new volleyballbc.org
- Develop dedicated communication platforms for coaches.
- Increase social media recognition and profile campaigns for coaches.
- Implement Annual Coach Survey and opportunities for feedback.

- Create and promote a clear coaching pathway across various formats.
- Establish regular opportunities to bring coaches together in virtual and physical forums (eg. webinars, community of practice).
- Develop a robust calendar of coach education and development opportunities, including creating links with Team BC Coach education.

#### LONGER TERM

- Create a dedicated coach newsletter and other communication channels with tailored content.
- Explore use of new tools (eg. podcasts, apps) etc to support coach engagement.
- Initiate a Coach Wellness campaign.

- Provide guidance and resources to clubs on the importance of supporting their coaches and how to do so.
- Explore hosting an annual Coaching Conference or roadshow.
- Enhance the provision of facilities and support for coaches at VBC competitions and events (eg. coaches lounge etc)

Note: These activities specifically relate to member engagement and communication. Other development strategies and activities, including promoting gender equity, will be outlined in VBC's *Coach Development Plan*.

## 6. REFEREES

### NUMBERS OVER 5 YEARS

2019- 395  
 2018 - 403  
 2017 - 418  
 2016 - 420

Pre-pandemic our numbers of referees were slowly declining. We anticipate that COVID-19 will have accelerated this decline.

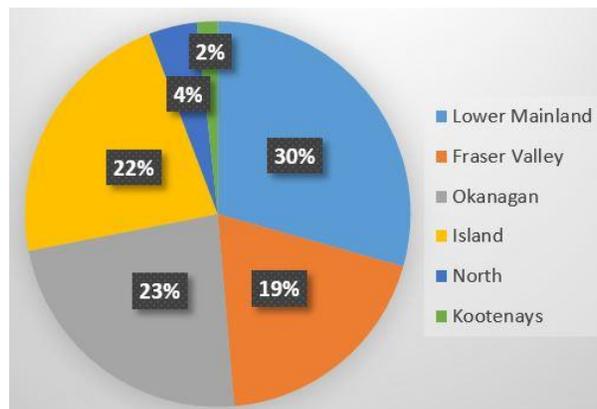
### GENDER BREAKDOWN (2019)

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

### 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%

### GEOGRAPHIC BREAKDOWN (2019)



### PARTICIPATION IN VBC PROGRAMS

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

### MY TOP PRIORITIES FOR VBC TO DELIVER

- Referee education and development.
- Club competitions.
- Safety standards.
- Increased female leadership

### AVERAGE AGE (2019)

- 18 and under- 36%
- 19-29- 15%
- 30-45- 16%
- 46-60- 20%
- 61 plus- 13%

### MY MOTIVATION TO REFEREE

- Stay Involved and give back to sport
- Fun
- It is a part-time job.
- It is my career.

### MY PERSONALITY

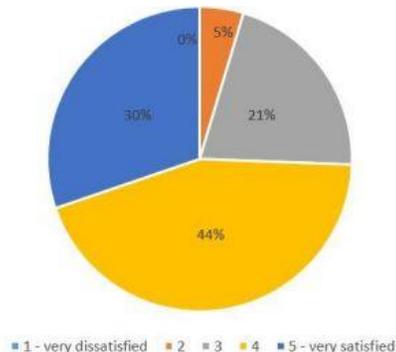
I am sociable and committed to supporting volleyball. I enjoy having enough work to make refereeing viable and part of my life.

### MY 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 listening to podcasts.

I want to receive content on Refereeing, volleyball news, and volleyball tips & tricks. VBC can improve communication by improving the website and being more proactive / timely with information.

### MY SATISFACTION WITH VBC

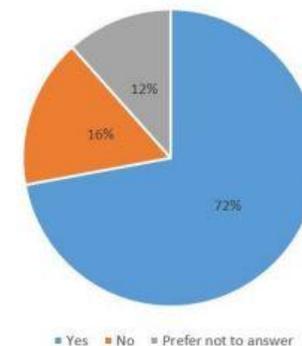


**70% are "highly likely" or "likely" to refer VBC to friends and family. This was the lowest score of all member groups.**

### To improve my score, VBC could....

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

### DO I FEEL PART OF VBC?



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

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

### ASSESSMENT OF ENGAGEMENT

PASSIVE	ACTIVE	ENGAGED
Obtains a referee level but does not use it or registers for 1 year. Goes through referee certification because someone else advised (eg. parent, coach).	Wants to achieve higher levels. Wants to work at VBC major events and be active in the High School season	Wants to work on the development and/or allocation side and give back to the community. Long term ambition to be a level 4 or 5 referee.
60%	25%	15%
<b>ENGAGEMENT GOALS</b> To increase referees in the Active category by providing easy access to referee certification and information about job opportunities. To increase referees in the Engaged category by clearly demonstrating the referee pathway and targeted communication about opportunities. As a result, we will improve retention of referees across the system.		

### CURRENT TOUCHPOINTS WITH VBC

Pre-Club Season	Emails and newsletters Release of coach education requirements.
Club Season	Education reminder emails. In-person contact at events. Monthly email.
Post-Club Season	Feedback survey. Release of beach education requirements.
Beach Season	Emails and queries
All Year	Social media, e-newsletters, and website. Limited contact.

### OPPORTUNITIES TO IMPROVE

- Dedicated referee section on website.
- Improved ease of access to certification.
- More year-round dedicated communication.
- More face to face interaction.
- Bring coaches together in virtual or physical forums..
- Higher profile for referees.
- Explore virtual formats for referee development and education.
- Increase consultation and feedback mechanisms.
- Better support for referees outside the Lower Mainland.

### OUR VALUE PROPOSITION FOR REFEREES

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

#### IMMEDIATE PRIORITIES

- Create a Referee hub on the new volleyballbc.org
- Increase recognition and profiling of referees, including building a social media presence.
- Provide clear and timely information about job opportunities at VBC events and competitions.
- Implement Annual Referee Survey and other opportunities for feedback.

- Create and promote a clear referee pathway across various formats.
- Place Level 1 referee course online to ensure that it is available across BC.
- Establish regular opportunities to bring referees together in virtual and physical forums (eg. webinars, community of practice).
- Develop a robust calendar of referee education and development opportunities.

#### LONGER TERM

- Create a dedicated referee newsletter and other communication channels with tailored content.
- Explore use of new tools (eg. podcasts, apps) etc to support referee engagement.

- Enhance the provision of facilities and support for referees at VBC competitions and events (eg. referee rooms etc).
- Increase opportunities for referees to wear the VBC brand.

Note: These activities specifically relate to member engagement and communication. Other development strategies and activities, including promoting gender equity, will be outlined in VBC's *Referee Development Plan*.

## 7. CLUB DIRECTORS

### NUMBERS FOR LAST 5 YEARS

2017 - 58 clubs  
 2018 - 67 clubs  
 2019 - 66 clubs  
 2020 - 66 clubs  
 2021 - 44 clubs

*\* Numbers based on the number of clubs each year. 2021 numbers were impacted by COVID-19 pandemic.*

### MY MOTIVATION TO RUN CLUB 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.

### COMMUNICATION WITH VBC

I get most of my info from the VBC website or from emails. I am almost equally likely to email or call VBC with questions. I have a relationship with the VBC Regional Manager or other staff members that allows me to source information. Out of all the member groups, I am least satisfied with VBC's responsiveness.

### GENDER BREAKDOWN (2019)

FEMALE	MALE
25%	75%

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

### MY PERSONALITY

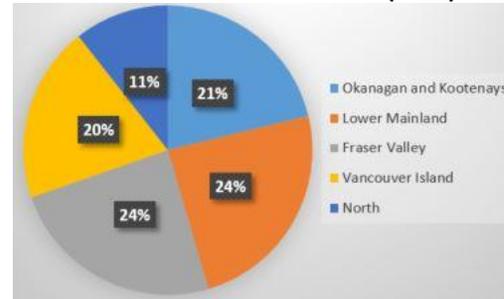
I am busy and have lots going on. I'm engaged in my community and I care about how my involvement positively impacts the sport. I like to be busy and I often wear multiple hats (eg. Coach)

### MY GOALS IN VOLLEYBALL

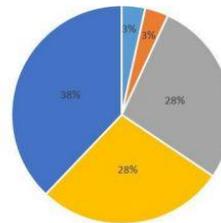
I enjoy supporting the development of athletes. I will stay involved for as long as I am enjoying it and the demands aren't too onerous.

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.

### GEOGRAPHIC BREAKDOWN (2019)



### OVERALL SATISFACTION



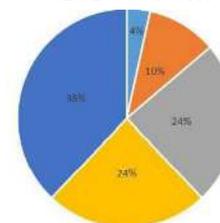
■ 1 - very dissatisfied ■ 2 ■ 3 ■ 4 ■ 5 - very satisfied

**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's club support as average. Around 76% said that they would recommend VBC to friends or family.**

### To improve my score, VBC could....

1. Increased the efficiency of response times.
2. Improve communication and proactive distribution of information.
3. Run more programs and opportunities to play.
4. Provide more opportunities to be consulted and engaged, especially ensuring regional representation.

### SATISFACTION WITH CLUB SUPPORT

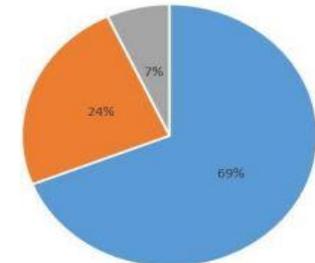


■ 1 (not very satisfied) ■ 2 ■ 3 ■ 4 ■ 5 (very satisfied)

### PARTICIPATION IN VBC PROGRAMS

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

### DO I FEEL PART OF VBC?



■ Yes ■ No ■ Prefer not to answer

**Nearly one-quarter of Club Directors said that they did not feel part of Volleyball BC which gives room for improvement given their importance in our system.**

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

1. Engage clubs in the planning of programs and activities.
2. Provide opportunities for all clubs to be heard, no matter what their size or where they are from in BC.
3. Support clubs to handle administration and bureaucracy.
4. Enforce standards and accountability.

### ASSESSMENT OF ENGAGEMENT

<b>PASSIVE</b>	<b>ACTIVE</b>	<b>ENGAGED</b>
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.
<b>15%</b>	<b>60%</b>	<b>25%</b>
<b>ENGAGEMENT GOALS</b> To increase the Club Directors in the Engaged category by creating more opportunities for consultation and improving communication. This will be evidenced by improved satisfaction scores.		

### CURRENT TOUCHPOINTS WITH VBC

Aug - Oct	Pre-season email. Regional meetings. Club Handbook
Try-Outs	Registration system.
Club Season	Emails and phone calls. In-person contact at events and Provincial Championships
Post-Club Season	In-person meetings. Survey.
All Year	Social media and website. Phone calls/Emails. In-person contact in beach season.

### OPPORTUNITIES TO IMPROVE

- Increase opportunities to be heard and consulted.
- Increase 1:1 connection and meetings.
- Proactive and prompt communication that allows planning.
- Improved support with registration system.
- Consistency of standards for Club events.
- Improved customer service, especially responsiveness.
- Tailored information and content that is specifically relevant to club directors.

### OUR VALUE PROPOSITION FOR CLUB DIRECTORS

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

#### IMMEDIATE PRIORITIES

- Create a forum or mechanism for Club Director input into the Regional Development Committee.
- Create dedicated support/help for Club Directors to use the registration system.
- Offer 1:1 meetings between Regional Managers and Club Directors in the lead up to Club Season and post-Club Season.
- Establish a calendar of communication milestones and key dates for the year to allow Club Directors to plan ahead.
- Create an improved club section on the new volleyballbc.org website with easily navigable information.

- Proactively host webinars for Club Directors on topics of interest and key changes in the sport landscape.
- Establish customer service standards to improve response times across VBC.
- Create a new Slack channel to allow instant communication and promote community among Club Directors.
- Implement standardised club events in each region, providing consistency of experience.

#### LONGER TERM

- Create a secure Club Directors-only section of the website with resources and support.
- Develop a Club Guide for athletes and families that clubs can use.
- Raise the profile and increase recognition opportunities for the essential role of Club Directors.

- Create opportunities for Club Directors to engage and connect socially.
- Review the club structure to increase opportunities for meaningful competition and participation.
- Continually assess ways in which VBC might provide new or improve existing services to meet the specific needs of clubs.

## Part B. Communication, Consultation, Connection and Community

We have identified cross-cutting areas of focus that impact all of Volleyball BC's membership and community. In this section, we outline our intentions to improve areas such as communication, customer service, consultation, and involvement that cross-cut all the member profiles outlined in Part A.



# 1. COMMUNICATION

## WHAT WE HEARD FROM MEMBERS

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**. If respondents were not satisfied with the frequency of communication, they were more likely to say that it was too little/not enough than to say that it was too much.

Given the responses we received, it is fair to say that improvements to our communication should mostly be made without increasing the frequency or amount of communication but instead should focus on the content, form, and timing.

Across all groups, Club Directors were the most likely to say that we were communicating too much which is probably because they receive the most volume of communication from us as we move through the club season. Care needs to be given with this group that we do not "bombard" them and that information is coordinated and concise.

Tips, tricks and techniques was the only type of content that featured in the top 3 for Club Directors, Coaches, Referees, and Players.

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.

## TOP OPPORTUNITIES TO IMPROVE FROM OUR MEMBERS

1. Improve website and 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.

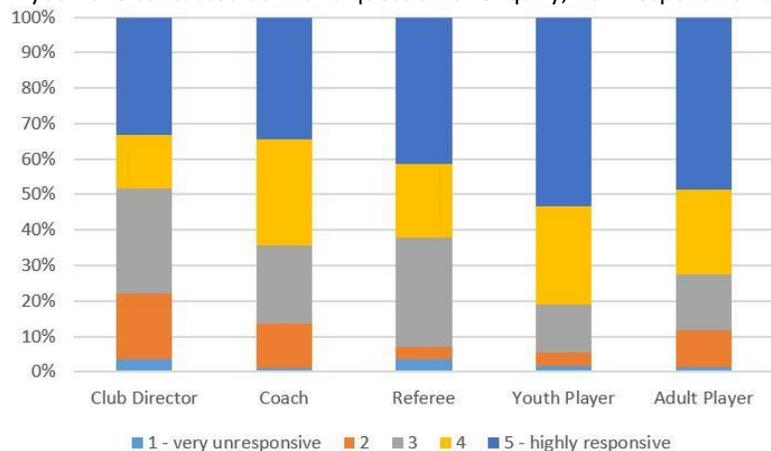
## OUR COMMUNICATION TOOLS

	OUR CURRENT USES	STATISTICS & AUDIENCE	FEEDBACK AND ASSESSMENT
<b>WEBSITE</b>	All information is posted for programs, events, and activities. Public-facing platform for registration.	All groups use this for registration and seeking information.	Top method of communication used across all groups. Youth participants rated their experience with our website as 3.8 compared with adults who rated it 2.8. Website is old and has organically grown which makes it disorganized and hard to navigate. It is not easy to find information.
<b>INSTAGRAM</b>	Used to promote, celebrate and inform our members.	11k followers Mostly used by Youth Players but still high relevance among all groups.	Most common social media platform used by members, particularly among youth players. We receive most engagement and commentary on Instagram compared with other social media channels. There is an opportunity to improve engagement through video, reels and other functionality.
<b>FACEBOOK</b>	Used to promote, celebrate and inform our members	10k followers Used more by adults than by youth.	Second most common social media platform used by our members, especially by adults.

<b>TWITTER</b>	Less frequently used. More focus on re-tweeting content.	3250 followers Least used social media platform	Not very frequently used by our membership. Limited functionality for promotion of activities.
<b>E-NEWSLETTERS</b>	Generic VBC email sent out monthly to all subscribers. Some tailored newsletters sent out sporadically to certain groups.	33k subscribers 44% open rate Used by all member groups.	Second most common method of communication for all member groups. Both adults and youths rated their experience of our newsletters as 3.8 out of 5. Newsletters are primarily focused on promoting VBC events and activities, content gets cluttered, and they can be too long. There is opportunity to change content to focus on community and connection.
<b>YOUTUBE AND PODCASTS</b>	Started in 2020 during COVID-19. Interviews with Hall of Fame inductees or other one-off individuals	Podcasts - 300+ plays on Hall of Fame series. YouTube - 1048 subscribers and 500,000 views.	Podcasts and Instagram-Live interviews were started during the pandemic as a new communications channel. These are areas of opportunity particularly among Club Directors, Coaches and Referees who said they would consider using them. The YouTube channel has been inconsistently used and promoted.

### 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. Given that these are members that we communicate with very regularly, this is an area of improvement for us.

Youth Players rated us the highest for responsiveness which is positive given the number of programs and activities that we organise for youth.

**OPPORTUNITIES TO IMPROVE FROM OUR MEMBER SURVEY**

1. Improve timeliness of communication and customer service, particularly around time-sensitive programs.
2. Make the registration system more user-friendly.
3. Improve responsiveness to enquiries.
4. Make it clearer about who to contact about what.

	IMMEDIATE PRIORITIES	LONGER TERM
<b>COMMUNICATION TOOLS</b>	<ul style="list-style-type: none"> <li>• Develop and launch a new website with a focus on easy navigation.</li> <li>• Tailor newsletters and social media communication to specific member groups so that they are more relevant and build community.</li> <li>• Establish a calendar of communication milestones and key dates for the year for fresh and new content.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand use of podcasts and other digital platforms to explore new ways of communicating and connecting.</li> <li>• Explore live streaming and results for key events and tournaments.</li> </ul>
<b>CUSTOMER SERVICE</b>	<ul style="list-style-type: none"> <li>• Establish customer service standards for VBC staff and contractors to ensure consistency of response and timeliness.</li> <li>• Create help guides for the registration system.</li> <li>• Establish timelines for communicating about upcoming programs and events.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and implement customer service training for VBC staff and contractors where required.</li> </ul>



## 2. CONSULTATION

### WHAT WE HEARD FROM MEMBERS

There are improvements to be made to the perception and reputation of VBC. 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 and consultation.

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 need to be open to receiving feedback rather than being defensive. We should not assume that “we know” what is needed.

We also need to consider how to better consult with youth. It is extremely challenging as this demographic is less willing to respond. 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 child’s behalf.

This is coupled with improving communication around our decisions and actions. We need to demonstrate more accountability to our members and stakeholders – improved “transparency” was mentioned multiple times in terms of better communication around decision-making and strategies.

### TOP OPPORTUNITIES TO IMPROVE FROM OUR MEMBERS

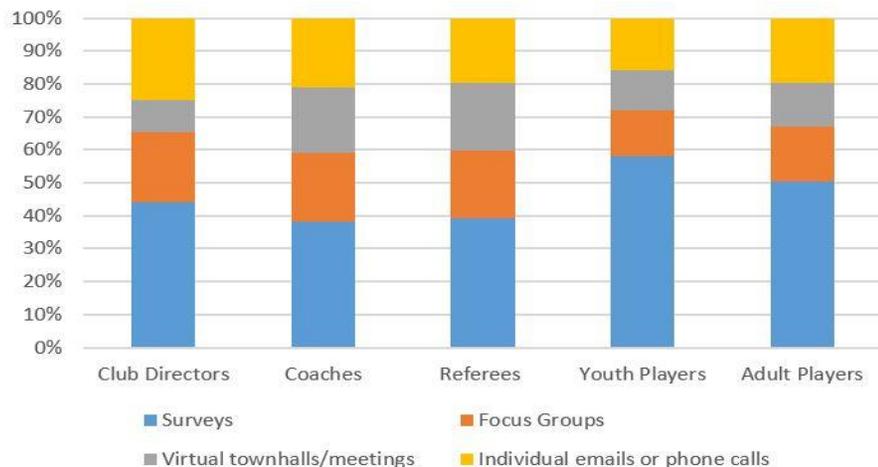
1. Provide more opportunities for input.
2. Ensure that processes are transparent and clear to members.
3. Ensure that decisions that impact our sport are clearly explained and communicated.
4. Improve responsiveness to member feedback.
5. Ensure that there is a “feedback loop” so that participants know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

### OUR CONSULTATION TOOLS

	OUR CURRENT USES	FREQUENCY & AUDIENCE	FEEDBACK AND ASSESSMENT
<b>POST-PROGRAM SURVEYS</b>	Sent out after programs by the program manager. Program manager collates feedback and makes adjustments to programs.	At the end of programs. Typically sent to the participants only.	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 to let them know what adjustments we made from their feedback.
<b>ANNUAL MEMBER SURVEY</b>	Launched in 2021. Set of benchmark questions to be repeated annually to assess member satisfaction etc.	Annually. Approx 450 respondents in 2021. Players, coaches, referees, parents and club directors	Our first survey was long and complex. Moving forward we may break down the annual survey into smaller, tailored surveys for each group. We incentivised participation which helped to encourage numbers.
<b>TOWNHALLS &amp; MEETINGS</b>	Typically held for Club Directors, Coaches or Referees on specific topics. Increased number of online meetings during COVID-19 and now technologies are available.	Ad-hoc and as needed. Regional Managers hold meetings for their clubs at least twice a year.	Now that everyone is comfortable with Zoom and other online meetings, this is an easy way to connect and host meetings on specific topics without the geographic barriers associated with travel to the meetings. Time-intensive and not conducive to two-way discussion when groups are large.

<b>FOCUS GROUPS</b>	Occasional use when we need to conduct research or there is a specific topic that needs to be discussed.	Very infrequent. Players, Coaches and Referees	For complex areas of work such as gender equity and safety in sport, these are a useful tool to hear in detail from our members. Small group means that viewpoints are individual and may not necessarily be reflective of broader membership.
<b>ONE-TO-ONE MEETINGS, CALLS, OR EMAILS</b>	Frequent contact with membership through phone, email and in-person.	As and when required. All membership	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.

**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 from our membership across all groups, particularly with youth and adult players. This is the most efficient way of gathering feedback but also involves the least personal interaction between VBC and our members.

Approximately 40% of both Coaches and Referees mentioned focus groups or virtual townhalls as good ways to capture feedback and input. This suggests that more personal and discursive opportunities are valued by these groups which reflects the greater complexity and involvement that these roles have in our sport.

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 or other staff at Volleyball BC so this response reflects this preference for individual contact and connection.

	<b>IMMEDIATE PRIORITIES</b>	<b>LONGER TERM</b>
<b>CONSULTATION TOOLS</b>	<ul style="list-style-type: none"> <li>• Develop a post-activity survey for all VBC programs that includes consistent questions and allows for tracking,</li> <li>• Create a feedback review and reporting mechanism to track member input and other key indicators over time.</li> <li>• Proactively and intentionally share with respondents the results of consultation and the changes we will be making as a result.</li> <li>• Refine Annual Member Survey to encourage participation.</li> <li>• Research best practice in youth engagement and consultation.</li> <li>• Identify youth-focused technologies and ensure that all youth-targeted communication and consultation is disseminated and/or solicited via key youth platforms (Instagram, Website, Newsletter.)</li> </ul>	<ul style="list-style-type: none"> <li>• Build an Evaluation Toolkit that VBC staff can use with different tools to respond to different demographics.</li> <li>• Embed evaluation and consultation into pre, during, and post program delivery.</li> <li>• Implement findings from best practice in youth engagement and consultation practices.</li> <li>• Explore feasibility of a Youth Advisory Council (name tbc).</li> </ul>

### 3. CONNECTION

#### WHAT WE HEARD FROM MEMBERS

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. However, between 16-25% said that they did not feel part of Volleyball BC, showing that there is room for improvement. In some cases, these scores may reflect the different ways that our members engage and relate to us. Members told us that **feeling included** is linked to feeling part of the organisation. 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 and do not have voting rights with the organisation.

Input into decision-making was highlighted as another area of improvement. Members would like to have the chance to participate in our governance structure, both at an organisational level through voting but also through the various committees and working groups that are in place.

However, it is important to note that feedback from committee/working group leaders indicates that it is hard to recruit, engage and involve members in both the Board and Committees. There is a lack of volunteers and a lack of turnover on the committees and working groups. Even when opportunities are put out to join, it is hard to get people to step up.

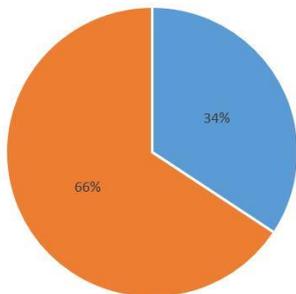
Volleyball Clubs are the backbone of our club structure. Not all Club Directors felt that they were valued or part of Volleyball BC. Suggestions were made that we have more engagement from clubs of all sizes, recognizing that not all athletes are well-served by the larger dominant clubs. Opportunities are needed to speak in smaller groups so Club Directors can have a voice, and share the things that don't work or create barriers for athletes and teams.

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. It was also suggested that we should do a better job of defining roles, training and providing recognition or positive acknowledgement.

#### TOP OPPORTUNITIES TO IMPROVE FROM OUR MEMBERS

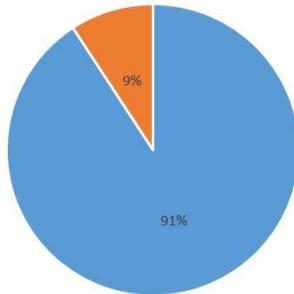
1. Provide more opportunities for input into our governance structure.
2. Better advertising and promotion of opportunities to volunteer or get involved.
3. Ensure that decision-making processes are transparent and clear to members.
4. Ensure that decisions that impact our sport are clearly explained and communicated.

Have you volunteered?



■ Yes ■ No

Would you volunteer again?



■ Yes ■ No

#### TOP OPPORTUNITIES TO IMPROVE VOLUNTEERING FROM OUR MEMBERS

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

**OUR CONNECTION TOOLS**

	<b>OUR CURRENT USES</b>	<b>FREQUENCY &amp; AUDIENCE</b>	<b>FEEDBACK AND ASSESSMENT</b>
<b>GOVERNANCE</b>	The Constitution and bylaws govern how we run. HR and Governance Cttee reviews bylaws and other governance issues as they arise and recommends changes to the Board.	As and when required. Relate to all our members, as defined in our bylaws.	Bylaws were last reviewed for 2017 transition to BC Societies Act. The voting members are defined as 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. We should ensure that we are aligned with best practice.
<b>COMMITTEES AND WORKING GROUPS</b>	We currently have the following: Board Committees: Finance and Audit, HR and Governance Operational Groups: Awards Committee, High Performance Committee, Regional Development Committee, Referee Committee, Beach Players Committee Ad-hoc working groups are established for specific areas of work.	All are active and meet throughout the year. Terms of reference direct the remit of the committees and working groups. Membership is typically made up of Board members, staff and community members.	An assessment of our committees and working groups showed: There are varying levels of consultation, involvement and communication with members. The Terms of Reference for some committees are out of date and due to be reviewed. Recruiting individuals to be part of the groups is a challenge which means that representation is not always broad or reflective of our community. There are no youth players involved in any of our groups. We do not always proactively communicate or share the work of the committees and working groups with our wider membership.
<b>VOLUNTEERS</b>	We have volunteers involved on the Board, Committees and Working Groups. We also occasionally use volunteers to support activities and events.	Throughout the year. All members of our community, depending on the area of work.	Recruiting volunteers for Board, Committees and Working Groups is challenging. Time is the main factor that most cite as an issue. Opportunities to volunteer are not listed on our website - they tend to be communicated out via email as needed. We do not have a clear volunteer recruitment and recognition plan.

	IMMEDIATE PRIORITIES	LONGER TERM
<b>GOVERNANCE</b>	<ul style="list-style-type: none"> <li>● Review of constitution and bylaws to assess whether changes are made to ensure that they are still relevant and reflective.</li> <li>● Review of VBC against the Sport Code of Governance to identify gaps against best practice.</li> </ul>	<ul style="list-style-type: none"> <li>● Implementation of findings and recommendations from the reviews.</li> </ul>
<b>COMMITTEES AND WORKING GROUPS</b>	<ul style="list-style-type: none"> <li>● Complete a full review of Committees and Working Groups and identify improvements and changes to involvement, consultation, and communication.</li> <li>● Identify new areas where we may be missing a committee or working group.</li> <li>● Develop skills matrix and targeted recruitment to ensure effective representation.</li> <li>● Create a section on volleyballbc.org where members can go to find out more about Committees, the Terms of Reference, and decisions made.</li> <li>● Identify and apply best practice in engaging youth in committees and working groups.</li> </ul>	<ul style="list-style-type: none"> <li>● Revise committees that are primarily staff to ensure that there are consultation and involvement opportunities for our members.</li> <li>● Establish new committees or working groups where required.</li> <li>● Look at new formats and technologies for Committees and Working Groups that might allow a broader demographic to participate.</li> <li>● Profile the individuals involved in our Committees and Working Groups to acknowledge their contribution and encourage others to participate.</li> </ul>
<b>VOLUNTEERS</b>	<ul style="list-style-type: none"> <li>● Create a Volunteer section on volleyballbc.org to highlight opportunities and provide more information.</li> <li>● Identify and develop role descriptions for all volunteer positions.</li> <li>● Implement recognition and appreciation measures.</li> </ul>	<ul style="list-style-type: none"> <li>● Develop on-boarding and training materials for all volunteer roles.</li> <li>● Establish volunteer and mentorship opportunities specifically targeted at youth.</li> </ul>



## 4. COMMUNITY

### WHAT WE HEARD FROM MEMBERS

We heard repeatedly that community and social connection was one of the biggest benefits from participating in volleyball. Listed in the top reasons for playing volleyball was having fun, being part of a team, and the volleyball culture and community. This was particularly true of Adult participants who highlighted the special nature of the volleyball community. When we asked if they felt part of Volleyball BC, many members referenced a positive sense of belonging to the volleyball community which is seen as synonymous with VBC. Feeling part of something bigger and surrounded by people who have a shared passion for volleyball was listed many times. The flip side of this 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 have work to do to 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 by all respondents and interviewees was our ability to organise and run events, tournaments and programs. We are seen as strong and experienced organisers that deliver well-run events and activities. And these are an essential part of creating community and raising our profile.

The promotion of core values and behaviour underpinning our sport was also seen as key to creating community beyond the game itself. Several mentioned that playing volleyball develops life skills and contributes to personal development - Volleyball BC has a role to play in promoting strong values, conduct, and desired behaviours that our community is built upon.

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, participants and achievements. “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 and players. It was noted that “achievements” did not necessarily only mean those who reach the highest level - but rather the multitude of ways that individuals contribute within volleyball. This was closely linked to comments about improving Volleyball BC’s communications content. “Celebration of achievements” and “volleyball-related news” were selected as content that all member groups would like to receive, highlighting VBC’s role in creating community by sharing information.

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 the contributions of those within the community, both past and present. 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 on this front.

### TOP OPPORTUNITIES TO IMPROVE FROM OUR MEMBERS

1. Provide more ways to come together, both physically and virtually.
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 and behaviours.

### WHY DO WE ENJOY PLAYING VOLLEYBALL?

1. Having fun
2. Being part of a team
3. Developing skills & being physically active
4. The volleyball culture & community

## OUR COMMUNITY TOOLS

	OUR CURRENT USES	FREQUENCY & AUDIENCE	FEEDBACK AND ASSESSMENT
<b>EVENTS (physical and virtual)</b>	<p>We place a big emphasis on event-hosting with year-round events for both the adult and youth volleyball community. Our signature events include the Vancouver Open and Beach Tour. Most events are community-based tournaments but we have also delivered other events to either profile volleyball (eg. through hosting international games) or to support other aspects of community (eg. Sport Leadership Conference).</p>	<p>We have a core year-round set of events that include Indoor Club Provincials, Beach Provincials, and the Van Open and Beach Tour. These equate approximately 10-12 major events each year. On top of this, we also organise ad-hoc events such as National Championships as and when they arise.</p> <p>These events cater to our membership and the broader volleyball community.</p>	<p>Event organisation was listed by our members as one of our core attributes but they also said there is room for improvement in aspects of organisation and communication.</p> <p>We typically are at maximum capacity for our events and so need to consider our role in delivery versus building capacity in the community. In addition to these major events, we have also branched into online, virtual events during the COVID-19 pandemic. Online Town Halls, webinars, and other smaller events have successfully broadened access and created community in other ways.</p> <p>Our events have also allowed us to build partnerships that benefit the volleyball community. We have strong relationships with municipalities, sport hosting, and the corporate sector that help to raise the profile of volleyball among the wider community..</p>
<b>CELEBRATION, AWARDS AND RECOGNITION</b>	<p>We host the annual Hall of Fame Awards to acknowledge those who have made exceptional contributions to our sport. We organise and host the Excellence Awards that recognise those who have achieved success or contributed during the year within the volleyball community.</p> <p>We promote and celebrate the achievements of individuals and organisations on an ad-hoc basis. This is usually through social media or e-newsletter.</p>	<p>Awards are given annually. Recipients are players, coaches, referees, and volunteers.</p> <p>News and achievements are shared as and when they happen.</p>	<p>We have room for improvement in broadening who and what we recognise. We need to ensure that we celebrate individuals who have contributed or achieved in other ways than sporting excellence. There is an opportunity to promote the values and behaviour that we want to see in our community.</p> <p>Our Awards Committee is made up of a core of dedicated volunteers. It is hard to get input and we frequently struggle to get nominations for our annual awards. There may be new ways that we can engage our community in the awards process.</p> <p>Care must be taken to ensure that our awards, news, and social media coverage is reflective of the diversity in our membership.</p>
<b>ALUMNI</b>	<p>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. Members remain subscribed to our e-newsletter year-on-year unless they opt out.</p>	<p>Annually through the Awards. Monthly through the e-newsletter.</p>	<p>This is an area of opportunity and improvement for Volleyball BC. We do not have a clear definition or understanding of what we mean by “alumni” - is it anyone who has registered with Volleyball BC? Is it specific to participation in VBC programs (eg Team BC)?</p> <p>We do not segment any communication or engagement to specifically target 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 to focus on this demographic.</p>

	IMMEDIATE PRIORITIES	LONGER TERM
<b>EVENTS</b>	<ul style="list-style-type: none"> <li>● Create event standards to ensure that VBC events are consistently delivered across the province.</li> <li>● Build our online community through delivery of virtual events and programs targeting specific demographics and topics.</li> <li>● Complete a provincial assessment to identify gaps and opportunities in event delivery.</li> </ul>	<ul style="list-style-type: none"> <li>● Identify ways that we can build event capacity through new delivery models, best practice, tool kits, and training/mentorship.</li> <li>● Explore new partnerships and relationships to facilitate new events targeting new communities and demographics.</li> </ul>
<b>CELEBRATION, AWARDS AND RECOGNITION</b>	<ul style="list-style-type: none"> <li>● Create spaces on our website, social media, and communications to celebrate and acknowledge a variety of contributions (eg. Team of the Week, volunteer profiles, unsung heroes etc).</li> <li>● Review the Terms of Reference and processes for our annual awards to ensure representation and relevance.</li> </ul>	<ul style="list-style-type: none"> <li>● Develop ways to promote our values and behaviour through awards and recognition.</li> <li>● Explore new informal opportunities to encourage member involvement in celebrating and recognising achievements and contributions (eg. “shout outs”, social media tagging etc).</li> </ul>
<b>ALUMNI</b>	<ul style="list-style-type: none"> <li>● Create a definition of alumni and clear objectives for engagement and communication.</li> <li>● Establish a contact database for alumni.</li> <li>● Learn from best practice in alumni relations within sport and other sectors.</li> </ul>	<ul style="list-style-type: none"> <li>● Develop a plan and engagement/communication initiatives to meet our objectives.</li> </ul>

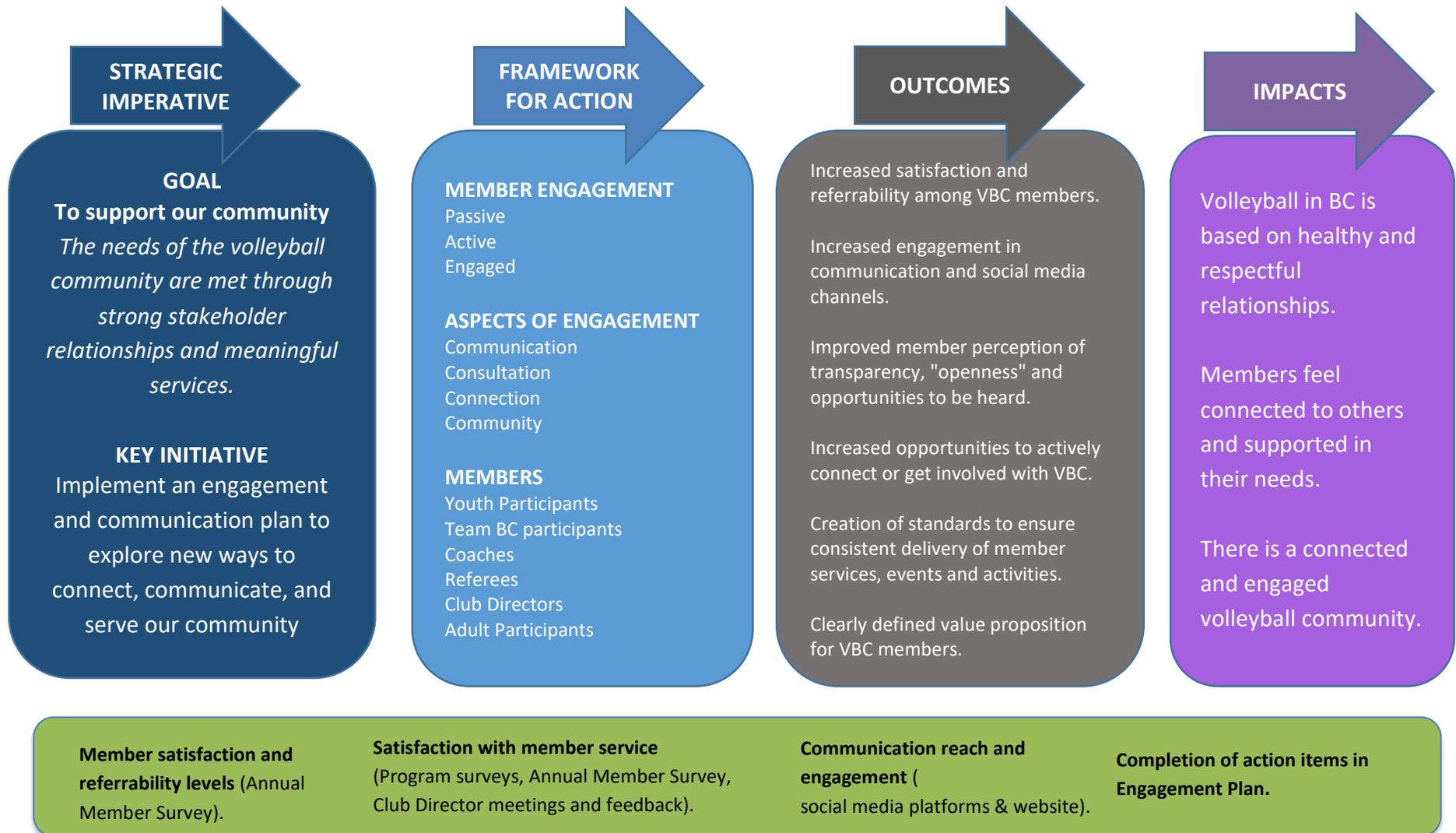


## Part C. Measuring Impact

This Member Engagement Plan outlines some ambitious initiatives. How will we measure the impact of this work and know whether we have been successful in achieving the changes we want to see?

### 1. KEY INDICATORS

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. Despite this, there are some measures that we can use to get a sense of progress towards our goals. Outlined below are key indicators that we will be measuring and reporting.



#### KEY INDICATORS

In addition, we are committed to having an open door and to listening to the stories and experiences within our community. This will provide us with in-person feedback that complements the quantitative measures listed above.

## 2. EVALUATION AND REPORTING

We are in a time of change which means that our Member Engagement Plan must be flexible. We will establish the following ways to regularly evaluate the areas of action and our progress, and to share this work with our members:

- 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 using information from the Key Indicators above.
- 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.

