



STRATEGIC PLAN 2023-26

Our strategic plan assists Sask Volleyball in focusing its combined efforts and resources to fulfill its mission and achieve its vision in partnership with its members.

Our strategic plan encourages and promotes a creative, pro-active, results-oriented approach, helps to balance short-term pressures with long-term thinking and permits flexibility to adapt to change.

Our strategic plan enhances Sask Volleyball's capacity to generate new ideas and options, encourages a team approach with the Board, management and members while providing a systematic approach to strategic decision-making, accountability and evaluation of progress.

As we build on our successes and opportunities with a new Strategic Plan, Sask Volleyball is proud to continue to support, guide and lead the direction and delivery of the sport of volleyball in Saskatchewan at all levels.

MANDATE

Sask Volleyball is committed to the development, celebration and promotion of volleyball in the province. Sask Volleyball and our member clubs enhance the lives of our participants by providing opportunities for the development of lifelong involvement, enjoyment, competition, and the creation of leaders and champions.

THE ROLES WE PLAY

- ✓ We foster and promote the fun and enjoyment of volleyball.
- ✓ We encourage people of all ages to participate in our sport throughout their life.
- ✓ We help develop young citizens and adult leaders.
- ✓ We develop healthy bodies and minds in a safe and positive environment.
- ✓ We establish rules and regulations for provincial programs and competitions.
- ✓ We support competition and performance excellence for our provincial teams and individual athletes.
- ✓ We host Provincial Championships and successful major events in cooperation with our clubs.
- ✓ We increase competency and provide education for coaches, officials, volunteers and clubs.
- ✓ We provide leadership, resources, governance and advocacy for our members.
- ✓ We collaborate with other key leaders in sport and in the volleyball community provincially and nationally.

OUR MISSION

The Mission Statement defines the organization's purpose and primary objective. It informs the key measure of the organization's long term objectives and how it will achieve those objectives.

Sask Volleyball provides opportunities for people across Saskatchewan to enjoy quality experiences in volleyball through the provision of excellent services, effective partnerships and promotion of the sport.

OUR VISION

The Vision Statement reflects the preferred future state for Sask Volleyball. It inspires people to work collectively towards achieving that future and creating outcomes that community members and others can support.

To build a sport of excellence by growing volleyball communities across Saskatchewan.

OUR VALUES

Our values guide our actions, unite our members and our organization, and define our brand. At all times, we recognize that everything we do is to provide safe and meaningful experiences for our participants.

Integrity We are honest, respectful, transparent, inclusive, and accountable.

Fun We provide positive experiences.

Excellence We are innovators and leaders.

Partnerships We build relationships and work collaboratively with others.

Co-operation We seek connections, start conversations, build relationships, and support our community.

Accountability We are accountable for the decisions we make, for the quality of all the programs and services delivered to our community and the funds invested to do this.

Passion We are enthusiastic, excited and passionate about our sport and are prepared to work to improve the sport and the experiences of our members.

OUR MARKETING TAGLINE

A tagline can be a short slogan used to reinforce/promote a single product or brand. As a business that offers professional services, our tagline should be a brief catchy statement that represents our organizational identity.

This tagline would always be accompanied by our Sask Volleyball logo and can be included in any program marketing.

Volleyball lives here

STRATEGIC PRIORITIES/KEY SUCCESS FACTORS

Five interrelated, mutually supportive strategic priorities are at the heart of the strategic plan for Sask Volleyball. These Strategic Priorities describe how the organization will achieve its vision:

1. Athlete development and program delivery.
2. Coach and referee development.
3. Governance and administration.
4. Marketing and communication.
5. Stakeholder relationships.

STRATEGIC PRIORITY: Athlete Development and Program Delivery	
Goal:	To deliver and support comprehensive volleyball programs across Saskatchewan.
Programs or Activities that will support this Strategic Priority	<ul style="list-style-type: none"> • Long Term Athlete Development (LTAD) incorporated for athletes, coaches and parents. • Programs for grassroots development for all disciplines. • Programs for high performance development for all disciplines. • Competition and hosting strategy (nationals, provincials and club hosting).
Specific Programs and Initiatives	<ul style="list-style-type: none"> • Online Education: Elementary Volley, Smashball • Volleyball Day in Sask • Indoor 13-18U Club programming • Beach and Indoor Sask Summer Games • Beach programs and tournaments • Club accreditation • FSIN sanctioned events
Outcomes:	<ol style="list-style-type: none"> 1. HIGH Increased number of registered indoor development athletes. 2. HIGH Increased number of registered indoor club teams. 3. HIGH Increased number of registered beach athletes. 4. LOW Improved club performance at national championships. 5. HIGH Improved Provincial Team performance at Canada Games. 6. LOW Increased number of athletes competing at post-secondary levels. 7. LOW Improved Athlete satisfaction.
Strategic Actions	<ol style="list-style-type: none"> 1. Registered Indoor Development Athletes <ul style="list-style-type: none"> • ONGOING Youth Development programs as a requirement for meeting Accredited Club status, as well as MAP funding. • 2024 Offer free Development Program resources and training for Accredited Clubs. 2. Registered Indoor Club Athletes or Indoor Clubs <ul style="list-style-type: none"> • 2024 Produce template club policy documents for approved clubs to utilize. • 2024 Develop plan for increased access to indoor facilities. 3. Registered Beach Athletes <ul style="list-style-type: none"> • 2025 Enhance Beach Tour. • 2025 Develop a plan for Beach high-performance development. 4. Indoor Club Performance <ul style="list-style-type: none"> • ONGOING Tracking of Sask Cup, Provincials, and National Competitive Balance results, and review competitive structure. • ONGOING Implementation of Club Accreditation.

	<p>5. Indoor PT Performance</p> <ul style="list-style-type: none"> • ONGOING Develop a yearly plan for talent identification to increase capacity and exposure. • ONGOING Increase opportunities for HP athletes to train and compete with each other <p>Other</p> <ul style="list-style-type: none"> • ONGOING Promote and support Indigenous programming and visible minority participation.
Measures and Targets	<ol style="list-style-type: none"> 1. Increase number of registered Indoor development program athletes year to year by 5%. 2. Increase number of registered indoor club teams year to year by 3%. 3. Increase number of registered indoor beach volleyball athletes 5%. 4. Improve average overall finish for Sask Clubs at Indoor Club Nationals year to year by 3%. 5. Improve average overall finish for Canada Games teams, games to games. 6. Increase number of athletes graduating to play post-secondary year to year by 3%. 7. Maintain athlete satisfaction response on annual survey at 90%.

STRATEGIC PRIORITY: Coach and Referee development	
Goal:	To increase the quality and quantity of coaches and referees.
Programs or Activities that will support this Strategic Priority	<ul style="list-style-type: none"> • Coach recruitment, training and retention. • Referee recruitment, training and retention.
Specific Programs and Initiatives	<ul style="list-style-type: none"> • Volleyball Canada Coach Certification Workshops, Learning Facilitator Training, and Evaluator Training. • Sask Volleyball Coach Mentorship Program • Annual Coach Symposium • Other Coach PD Opportunities • Online Coaches Forum • Referee Mentor Program • Referee Clinics • Online Referee Signal/Call Videos
Outcomes:	<ol style="list-style-type: none"> 1. HIGH Increased retention of Indoor Club Coaches. 2. HIGH Increased retention of Indoor Referees. 3. HIGH Improved quality of Coaching. 4. HIGH Improved quality of Refereeing.

Strategic Actions	<ol style="list-style-type: none"> 1. Retention of Coaches <ul style="list-style-type: none"> • ONGOING Maintain Coach Mentorship Program as part of Club Accreditation. Liaison for clubs to seek Mentor coaches to work with / support club coaches. 2. Retention of Referees <ul style="list-style-type: none"> • ONGOING Review a plan for recruitment, retention and development of Referees. • ONGOING Conduct Exit Interviews for L1-5 for anyone that didn't re-register. 3. Quality of Coaching <ul style="list-style-type: none"> • ONGOING Research opportunities to leverage technology to deliver PD Opportunities for Coaches. • ONGOING Increase opportunities for Club Coaches to connect and share resources. 4. Quality of Refereeing <ul style="list-style-type: none"> • ONGOING Update Referee Clinic material. • ONGOING Provide training for all Referee Clinicians. • ONGOING Implement Referee Mentorship program.
Measures and Targets	<ol style="list-style-type: none"> 1. Increase number of registered Certified Advanced Development Coaches year to year. 2. Increase number of registered Referees at the Local and above levels year to year. 2. Increase percentage of referees achieving promotion. 3. Increase percentage of registered Indoor Club Coaches complying with Volleyball Canada Certification. 4. Increase number of registered certified Advanced Development Coaches.

STRATEGIC PRIORITY: Governance and Administration	
Goal:	To provide direction to the Board and Staff to effectively govern and administer programs.
Programs or Activities that will support this Strategic Priority	<ul style="list-style-type: none"> • Strategic Planning process including documenting the plan, reporting, monitoring progress, and evaluation. • Financial Management, to ensure adequate resources and organizational sustainability. • Human Resource process including recruitment, hiring, development, and reviews. • Roles, responsibilities and accountabilities of Board, Staff, and Members. • Processes to review and revise bylaws, governance and operational policies and procedures. • Current, integrated, and efficient technology.
Specific Programs and Initiatives	<ul style="list-style-type: none"> • Annual General Meeting • Board, Committee, Staff, and Planning Meetings • Human Resources process • Governance and Financial Policies

	<ul style="list-style-type: none"> • MAP Grants • Registration System
Outcomes:	<ol style="list-style-type: none"> 1. HIGH Adequate resources to meet the current and future needs of the organization. 2. HIGH Greater efficiencies in the delivery of programs, projects, and policies 3. HIGH Highly functioning board with supportive committee structure and strong leadership. 4. LOW Highly satisfied Board and Staff.
Strategic Actions	<p>1. Adequate Resources</p> <ul style="list-style-type: none"> • ONGOING Produce and review Financial Statements quarterly. • ONGOING Review Financial policies and processes, and update as required. • ONGOING Manage Sask Sport Grant applications including Annual Funding, MAP, University Sport, High Performance Coach, Indigenous Sport Enhancement, Future Best, Provincial Sport Admin. • ONGOING Research and implement opportunities for fundraising for Sask Volleyball and its members. <p>2. Efficient Delivery of Programs</p> <ul style="list-style-type: none"> • ONGOING Maintain ongoing strategic planning process including develop, monitor, evaluate, and review steps. • ONGOING Maintain Staff job descriptions, work plans, and perform annual evaluations. • ONGOING Maintain Human Resource processes including recruitment, hiring, development, reviews, and compensation. • ONGOING Annual operational planning and utilize online project calendar for staff resource allocation developed. • 2023 Board and Staff review Sask Sport Organizational Evaluation Criteria. <p>3. Functioning Board</p> <ul style="list-style-type: none"> • ONGOING Evaluate Board skills and ability needs relative to current Board, and develop Board training and recruitment plans. • ONGOING Maintain board and committee terms of reference, work plans, and meeting schedules. • ONGOING Review Bylaws and governance policies and processes, and update as required. <p>Other</p> <ul style="list-style-type: none"> • 2023 Educate Members on Registration processes through published material and videos.
Measures and Targets	<ol style="list-style-type: none"> 1. \$1,250,000 in reserve accounts by August 31st, 2024. 2. Sask Sport Ranking of A for 2024 Sask Sport Organizational Evaluation. 3. All Organizational Policies & Bylaws reviewed/updated by Board or Staff between September 1, 2023 and August 31, 2026.

STRATEGIC PRIORITY: Marketing and Communication	
Goal:	Effective promotion of volleyball to ensure that we attract and retain, athletes, coaches, referees, volunteers and supporters.
Programs or Activities that will support this Strategic Priority	<ul style="list-style-type: none"> • Marketing plan that enhances the Sask Volleyball brand. • Internal and external communication plan. • Recognition program.
Specific Programs and Initiatives	<ul style="list-style-type: none"> • Website • Social Media platforms • Mascot • Event Live Video • Communication App (TeamLinkt) • Corporate Logo • Corporate Tagline • Promotional Items • Official Apparel • Other Merchandise • Sponsorship Program • Annual Awards • Hall of Fame program and induction ceremony • Hall of Fame display and mural • Event entertainment & member engagement
Outcomes:	<ol style="list-style-type: none"> 1. Increase reach of Sask Volleyball brand and messages. 2. Increased Athlete, Coach, and Referee satisfaction.
Strategic Actions	<ol style="list-style-type: none"> 1. Improved Reach <ul style="list-style-type: none"> • ONGOING Manage Sask Volleyball Official Apparel program and expand into additional programming areas. • ONGOING Annual plan for delivering live video at Sask Volleyball events. • ONGOING Review website and social media analytics for reach, demographics, and engagement to obtain baseline performance numbers. • 2024 Ensure Corporate Tagline is incorporated into communication and promotion material, and corporate logo is being used consistently. • ONGOING Maintain Hall of Fame display and mural • ONGOING Partner with members to collect all the athletes going to play post-secondary. 2. Increased Satisfaction <ul style="list-style-type: none"> • ONGOING Maintain yearly calendar of events on website. Content includes Sask Volleyball-sanctioned activity as a priority, supplemented by partner activity (post-secondary, high school, Volleyball Canada, other volleyball PSO's).

	<ul style="list-style-type: none"> 2024 Explore options to utilize all aspects of registration system, including communications, scheduling, and fundraising.
Measures and Targets	<ol style="list-style-type: none"> Increase Apparel Program Sales by 20% year to year. Increase Facebook Reach 10% year to year. Athletes, Coaches, and Referee 90% satisfaction reported for 2023-24 answering the question “I would recommend others to participate in Sask Volleyball programs”.

STRATEGIC PRIORITY: Stakeholder relationships	
Goal:	Development of collaborative relationships that will contribute to the development of the sport and the association while maximizing the potential of volleyball.
Programs and Activities that will support this Strategic Priority	<ul style="list-style-type: none"> Partnership strategy with members and other key stakeholders and groups.
Specific Programs and Initiatives	<ul style="list-style-type: none"> Member Meetings and ongoing two-way communication Partner-led Meetings and ongoing two-way communication (Volleyball Canada, Volleyball PSO’s, SHSAA, post-secondary institutions, FSIN, Sask Sport, SMSCS, CAS, Sask Games Council, facilities, media, tourism groups, suppliers).
Outcomes:	<ol style="list-style-type: none"> Increased quality and number of partnerships that enhance Sask Volleyball brand and programming. Enhanced access to facilities for competitions and club activities.
Strategic Actions	<ol style="list-style-type: none"> Quality and number of Partnerships <ul style="list-style-type: none"> ONGOING Research opportunities with current and new key stakeholders to enhance Sask Volleyball brand or programming. ONGOING Organize and host individual and group member meetings. ONGOING Two-way communication with members and key stakeholders. Enhanced access to facilities <ul style="list-style-type: none"> ONGOING Lobby current facility partners for enhanced access to their facilities. 2024 Research opportunities for the (re)development of facilities that can serve to enhance access for Sask Volleyball and its members.
Measures and Targets	<ol style="list-style-type: none"> Participate in discussions with key stakeholder groups as necessary.