



STRATEGIC PLAN

2023 REVIEW & LOOK FORWARD TO 2024



In February 2021, we launched our Strategic Plan 2021-2024. With the vision of *“igniting passion for volleyball”*, our strategic plan outlines ambitious goals around safety, player pathways, diversity and inclusion, and membership engagement. The Plan was the result of extensive consultation with players, coaches, referees, and clubs about volleyball in British Columbia.

We are now concluding year 3 of the plan and have made some good steps forward over the last 12 months. As part of our commitment to sharing with the volleyball community, this report summarises our progress on strategic initiatives in 2023 and outlines our priorities for moving forward in 2024. We are proud to share this with you.

December 2023

GOAL 1. TO FOSTER A SAFE ENVIRONMENT

There are leading standards and practices to protect the physical, mental and emotional wellbeing of all involved

KEY INITIATIVE A – TO BECOME A LEADER IN SAFE SPORT PRACTICES AND IMPLEMENTATION

2023 ACTIVITIES

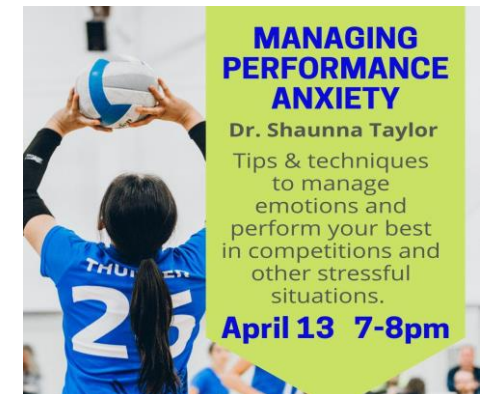
1. Deliver Year 2 priorities in the VBC [Safe Sport Action Plan](#)
2. Create and embed policies, procedures and practices to support safety and wellbeing throughout VBC.
3. Deliver participant-focused communication and education initiatives

- ✓ [Safe Sport Handbook](#) launched in January for players, coaches and referees. In addition, a series of 2-3 page [handouts](#) developed on Code of Conduct and Ethics, Appropriate and Inappropriate Behaviours, Open and Observable Environments, Screening and Education, and Reporting Maltreatment.
- ✓ [Mental Health Toolkit](#) launched in October. The toolkit was developed on the basis of community consultation and is based on 6 pillars with activities, resources, and tools to promote mental health and well-being within volleyball clubs and programs. [Webinar](#) with Dr. Shaunna Taylor in April to discuss Performance Anxiety before Provincial and National Championships. [Webinar](#) hosted in October to introduce the toolkit with over 40 club representatives attending. CEO presented toolkit at the Coaches Association of Canada conference in Calgary in November. Mental Health Leadership Program launched in November to select clubs to support implementation of the toolkit in 2024.
- ✓ Updated VBC Athlete Safety Policy is now integrated into onboard of athlete-facing VBC staff and contractors
- ✓ Referee Safety Policy developed and shared with Referee Committee and referees.
- ✓ New partnership developed with Kids Physio Group to support the development of key policies in concussion and physical injury.
- ✓ All VBC staff and Board completed Commit 2 Kids training and the CAC Safe Sport module. Safety screening and education tracked in HR system for VBC contractors and staff.
- ✓ Key national days recognised with social media and website resources: Bell Let's Talk (Jan), Pink Shirt Day (Feb), Mental Health Awareness (Apr/May), National Injury Prevention (July).
- ✓ [Tracked incidences of physical injuries](#) at Provincial and National Championships to better understand risks.
- ✓ Promotion and use of the [Abuse Free Sport Program](#) as an independent third party to handle all complaints and issues relating to abuse and maltreatment.
- ✓ Member of viaSport BC's Safe Sport Advisory Group and Volleyball Canada's Safe Sport Working Group.
- ✓ Safe Sport Working Group met 2-3 times throughout 2023 to review plan and progress.

2023 HIGHLIGHTS

PRIORITIES FOR 2024

- Deliver Year 3 priorities in the Volleyball BC Safe Sport Action Plan.
- Create and embed policies, procedures, and practices to support safety and wellbeing throughout Volleyball BC.
- Deliver participant-focused communication and education initiatives



GOAL 2. TO STRENGTHEN PATHWAYS

Players, coaches, and referees can learn, grow and excel on the pathway they choose in our sport.

KEY INITIATIVE B – TO DELIVER INITIATIVES TO SUPPORT THE RECRUITMENT, DEVELOPMENT, AND RETENTION OF COACHES AND REFEREES.

2023 ACTIVITIES

1. Develop and launch a Coach Development Plan.
2. Create and deliver communication /education initiatives to promote referee and coach pathways.
3. Implement a high performance coach development program to support the objectives of the High Performance Plan
4. Work with the Referee Committee and zones to clarify roles and responsibilities and to create good governance and practices.

2023 HIGHLIGHTS

- ✓ Research and consultation is complete as the first phase of developing a Coach Development Plan. This included the 3rd annual survey of referees and coaches in June 2023 with analysis of results to improve experience. Writing and finalisation of the plan will continue into 2024.
- ✓ Delivered 12 Development Coach [workshops](#) for 174 participants (44% Female, 56% male) and 5 Advanced Development Coach workshops for 43 participants (24% Female, 76% Male). Partnership established with Gold Medal Squared in February to provide resources and webinars for club coaches.
- ✓ Supported high performance coach development through the selection and support of Team BC coaches. Activities included mentorship with Coach+, a Coach+ webinar for TBC zone coaches, and attendance of Canada Cup coaches at Volleyball Canada webinars.
- ✓ 14 dedicated coach newsletters distributed to over 1000 registered coaches. Infographic developed for the coach education pathway to improve clarity and understanding of the requirements for club coaches.
- ✓ Secured provincial Rally Together funding to deliver referee development activities in partnership with Rugby BC, Basketball BC, and Ringette BC. Activities included a learning symposium, recorded online educational modules, and a training program for referee mentors which has been very well-attended. The funding extends into January 2024 and will include design and production of communication materials on the referee pathway.
- ✓ Work continues to establish roles, relationships, and responsibilities within the referee community: We signed memorandum of understandings on the provision of referee services to all BC-based PACWEST and CanWest post-secondary institutions. More work to review governance and responsibilities will continue in 2024.
- ✓ Successfully delivered 11 Level 1 [clinics](#) for 310 candidates across BC resulting in certification of 65 new referees with more to come in the 2024 club season. We also delivered 3 Level 2 clinics for 26 people with 10 new referees certified, and completed the 2 year Level 3 program with 8 new referees. We have 2 Level 4 referees on track to attend final evaluations in May 2024.

PRIORITIES FOR 2024

- Develop and launch a Coach Development Plan.
- Create and deliver a communication /education campaign to promote referee and coach pathways.
- Work with the Referee Committee and zones to clarify roles and responsibilities and to create good governance and practices.



GOAL 2. TO STRENGTHEN PATHWAYS

Players, coaches, and referees can learn, grow and excel on the pathway they choose in our sport.

KEY INITIATIVE C – TO CREATE A STRATEGY FOR SUSTAINABLE HIGH PERFORMANCE PROGRAMMING THAT PREPARES BC ATHLETES, COACHES AND REFEREES TO PERFORM AND CONTRIBUTE AT A NATIONAL AND INTERNATIONAL LEVEL

2023 ACTIVITIES

1. Adopt and deliver Year 1 priorities of the High Performance Plan.
2. Establish a High Performance Advisory Group to guide and oversee the delivery of the High Performance Plan.
3. Create and deliver a communication/education campaign to promote player pathways.

2023 HIGHLIGHTS

- √ [High Performance Plan](#) was completed and approved by Board in March. The High Performance Plan articulates VBC's role, contribution, and definition of success for high performance programming. The Plan was shared with members in March with a webinar held with players, parents, and members in May.
- √ Our work on this front was acknowledged by the provincial sport agency, viaSport BC, who selected us to receive additional Enhanced Excellence funding toward high performance activities in 2023-2024.
- √ Implementation of Year 1 of the High Performance Plan focused on the restructure of the 16U and 18U programs and new selection processes, including the delivery of super-regional camps around BC.
- √ Establishment of the HP Advisory Group was delayed due to the departure of the Technical Director mid-year. However, we are in the process of finalising the Terms of Reference with a view to recruiting and establishing the group in early 2024.
- √ [Team BC](#) pathway promotional materials were created and shared in April for the 2023 programs. More work will be done on communication and educational materials for player pathways in 2024 based on the new High Performance Plan.

PRIORITIES FOR 2024

- Deliver Year 2 priorities in the High Performance Plan
- Establish a High Performance Advisory Group to guide and oversee the delivery of the High Performance Plan.
- Create and deliver a communication / education campaign to promote player pathways.



GOAL 3. TO EXPAND OUR REACH

Programs and resources are in place to create inclusive and welcoming opportunities for everyone to access

KEY INITIATIVE D – TO PROMOTE INCLUSION AND DIVERSITY IN OUR GOVERNANCE, PROGRAMS AND ACTIVITIES

2023 ACTIVITIES

1. Launch, share, and deliver Year 1 priorities of the Diversity, Equity, and Inclusion Strategy.
2. Embed DEI principles and practices into VBC governance and operations.
3. Build partnerships and create a resource kit to promote the sustainability of our Newcomer to Canada Program.
4. Initiate partnerships and develop initiatives to meet the needs of under-represented groups identified in the DEI Strategy

2023 HIGHLIGHTS

- ✓ Launched the new [Diversity, Equity, and Inclusion Strategy](#) to our members in January. The plan is a culmination of consultation and research with the volleyball community outlines our commitment to creating inclusive volleyball experiences.
- ✓ Established a new DEI Committee with broad representation from across the volleyball community. The new Committee will oversee and support the delivery of the DEI Strategy over the next couple of years.
- ✓ Developed and launched a new [Commitment Statement for Diversity, Equity, Inclusion and Accessibility](#) to articulate our intention to moving forward in this area.
- ✓ Secured viaSport funding to pilot a new online female mentorship program for referees and coaches in winter 2023 with over 20 women attending. Feedback was overwhelming positive and we are delivering a second program for the 2024 season.
- ✓ Reviewed and revised the majority of the Terms of References for VBC Board and Committees to integrate a recruitment and selection process that encourages diversity of representation. The remaining Terms of References will be addressed in 2024.
- ✓ Delivered Sitting Volleyball Series with activities in Comox, Fraser Valley and with trainee physios at Douglas College. We will be holding a coaching clinic in 2024 with the Head Coach of the Women’s Sitting Volleyball Team in order to build capacity for delivery at grass roots.
- ✓ Organised 4 newcomer programs introducing over 100 New Canadians to volleyball in Vancouver, Victoria, Surrey, Abbotsford and Penticton. Working in partnership with community agencies, we delivered “try it” sessions or multi-week programs to newcomer youth, using coaches who spoke the language of participants. Coaches received volleyball coaching support and training in delivering sport to Newcomers.
- ✓ Partnered for a second year with South Van Neighbourhood House to run “South Van Flare Volleyball”, a program that included 4 sessions of beach volleyball and a mentorship session for over 50 South Asian female newcomers to learn about coaching and refereeing opportunities in volleyball.

PRIORITIES FOR 2024

- Launch, share and deliver Year 2 priorities of the Diversity, Equity, and Inclusion Strategy and the Commitment Statement.
- Embed DEI principles and practices into VBC governance and operations.
- Initiate partnerships and develop initiatives to meet the needs of under-represented groups identified in the DEI Strategy.



FREE Volleyball Girls Night
for newcomer mothers, daughters, sisters & friends!

Sundays
Oct 29, Nov 12 & Dec 17
Penticton Community Centre
3:30 pm - 5:00 pm

to register, please contact SOICS at:
admin@soics.ca or 250-492-6299



GOAL 4. TO SUPPORT OUR COMMUNITY

The needs of the volleyball community are met through strong stakeholder relationships and meaningful services

KEY INITIATIVE E – TO IMPLEMENT AN ENGAGEMENT AND COMMUNICATION PLAN TO EXPLORE NEW WAYS TO CONNECT, COMMUNICATE, AND SERVE OUR COMMUNITY

2023 ACTIVITIES

1. Deliver Year 1 priorities of the [Member Engagement and Communication Plan](#)
2. Launch a new website as a hub for members.
3. Implement resources and training across VBC events and services to ensure a consistent brand and experience.

2023 HIGHLIGHTS

- ✓ Action Plan developed and tracked throughout the year.
- ✓ Conducted the third Annual Member Survey in June, receiving over 750 responses from players, parents, coaches, referees, and club directors. Analysis of the survey responses took place with results informing the VBC staff planning session in September. Plans have been developed to address the priority issues identified in the survey results in 2024.
- ✓ Initiated review and benchmarking against best practice in sport governance to ensure we are meeting the highest standards.
- ✓ Standardised surveys developed and delivered across programs, events, and activities. Results collated and tracked to provide customer service into delivery of services.
- ✓ First draft of re-design complete for volleyballbc.org. Work was delayed on this project due to staff turnover but is now resumed for completion and launch at the start of 2024.
- ✓ Established a new Adult Recreational Volleyball Committee to integrate feedback and input from participants in our programs.
- ✓ Communication standards established for events and services, particularly around youth club and recreational activities.
- ✓ Investment made in new branded event collateral and staff clothing to create a more consistent experience.
- ✓ Staff and contractor training undertaken in customer service, time management, and other key service delivery areas.

PRIORITIES FOR 2024

- Deliver Year 2 priorities of the Member Engagement and Communication Plan
- Create new member-focused sections of the website for clubs, coaches, referees, and Team BC
- Implement initiatives to support consistent delivery of quality customer service and responsive communication.



GOAL 5. TO CREATE AN ENGAGED AND INCLUSIVE ENVIRONMENT

VBC's people feel welcome, valued, and empowered to play their part

KEY INITIATIVE F – TO ESTABLISH SYSTEMS, PROCESSES AND VALUES THAT SUPPORT ALL PEOPLE AT VBC, WHETHER PERMANENT OR TEMPORARY, FULL-OR PART-TIME.

2023 ACTIVITIES

1. Improve onboarding, support, and training to ensure that people are set up for success from the start.
2. Intentionally identify, create, and promote an organisational culture based on VBC's values.
3. Map the contractor experience at Volleyball BC and implement improvements to support retention and belonging.

2023 HIGHLIGHTS

- ✓ Appointed a new Head of Operations to oversee human resources and support staff and contractors.
- ✓ Significant organisational focus and resources focused on screening and safe sport training of staff and contractors
- ✓ Worked to bring VBC values to life through expected behaviours of staff, volunteers, and contractors.
- ✓ Implementation of actions identified from the staff results from 2021 Belonging Metric to improve staff engagement and retention.
- ✓ Review of key business operations to identify areas of efficiency and support for staff.
- ✓ Training and professional development provided in time management, leadership, safe sport, and first aid.

PRIORITIES FOR 2024

- Create an HR Strategy for Volleyball BC to address recruitment, retention, and recognition of permanent and contract staff.
- Intentionally identify, create, and promote an organisational culture based on VBC's values.



We are proud of what we achieved in 2023 but we still have plenty to do.

We look forward to working with you to ignite passion for volleyball in 2024!

Got feedback or questions?

Email: communications@volleyballbc.org