



VOLLEYBALLBC

STRATEGIC PLAN

2021 REVIEW & LOOK FORWARD TO 2022



In February 2021, we launched our new 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.

As part of our commitment to sharing with the volleyball community, this report summarises our progress on strategic initiatives in 2021 and outlines our priorities for moving forward in 2022. We are proud to share this with you!

January 2022

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

KEY INITIATIVE B – TO INCREASE AWARENESS AND UNDERSTANDING OF PHYSICAL, MENTAL & EMOTIONAL WELLBEING OF PARTICIPANTS IN VOLLEYBALL

2021 ACTIVITIES

1. Proactively engage nationally and provincially to inform and shape policy and practices.
 2. Establish a Safe Sport Working Group.
 3. Conduct a review of best practices and a baseline audit of volleyball in BC to identify risks and opportunities around safety.
 4. Review and refine Volleyball BC's policies and procedures to ensure responsive issue resolution.
 5. Develop and adopt a Safe Sport Action Plan.
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1. Create a definition of positive physical, mental and emotional well being in volleyball drawing on research, best practice and the Wellness Survey.
 2. Conduct a "Wellness Survey" of members to identify gaps, potential support, and opportunities.
 3. Develop an Action Plan to integrate physical, mental and emotional wellbeing of participants into volleyball programs and activities.
 4. Identify training and resources for VBC staff and contractors.

2021 HIGHLIGHTS

- ✓ CEO is a member of viaSport BC's Safe Sport Advisory Group and Volleyball Canada's Safe Sport Working Group.
- ✓ Established Safe Sport Working Group with coach, referee, player, parent, and club director representatives: The SSWG has met several times throughout 2021, oversaw our work in this area, and provided invaluable input into the development of an Action Plan.
- ✓ Received a Community Activation Grant from SIRC to research and promote safety in our community: We integrated safety and wellbeing questions into our Annual Member Survey and held focus groups with the Team BC Select Teams facilitated by Dr. Shaunna Taylor during their summer training. This work allowed us to develop a Safety in Volleyball Report, providing the basis for our Safe Sport Action Plan.
- ✓ Revised and adopted a new Discipline and Complaints Policy to ensure effective and efficient issue resolution.
- ✓ The Safe Sport Action Plan is in the process of being written and will be launched early 2022. Our work this year highlighted the close relationship between safety and wellbeing and so we will combine both safety and wellbeing into one Action Plan.
- ✓ All VBC staff and Board completed Commit 2 Kids training and the CAC Safe Sport module.

PRIORITIES FOR 2022

- Adopt and deliver Year 1 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 initiatives to educate and promote safety and wellbeing.



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 DEVELOPMENT PLAN TO SUPPORT THE RECRUITMENT AND RETENTION OF COACHES AND REFEREES

2021 ACTIVITIES

1. Conduct a full analysis of the coach and referee experience to identify gaps, opportunities and priorities for improvement.
2. Use technology for innovative delivery and improved access to coach and referee education and evaluation services.
3. Create communication and educational tools to clearly demonstrate pathways and opportunities.
4. Develop and launch a Coach and Referee Development Plan.
5. Establish an Annual Survey of coaches and referees to provide feedback and assess experience.

2021 HIGHLIGHTS

- √ Created a coach database for the past 5 years and analysed demographic and retention information.
- √ Annual Member Survey included specific questions for coaches and referees to develop benchmark measures and indicators in a variety of areas.
- √ Developed Coach and Referee Member Profiles to better understand our current membership and identify areas of improvement for communication and engagement.
- √ Recruited a new Coach Development Manager to take the lead on coach education and development.
- √ Received a grant from the BC Summer Games to develop online training resources for Team BC coaches. Six coaching labs were delivered in July. We will be evaluating how we take this resource forward for all coaches in BC.
- √ Groundwork was done for an online Level 1 referee course that will be taken forward in 2022.
- √ A priority for 2022 will be to build on the work undertaken this year and adopt a Development Plan to support coaches and referees.

PRIORITIES FOR 2022

- Develop and launch a Coach and Referee Development Plan.
- Create and deliver a communication /education campaign to promote referee and coach pathways.
- Leverage opportunities through Team BC to deliver coach and referee development.
- Develop an online training option to encourage the recruitment of Level 1 referees



GOAL 2. TO STRENGTHEN PATHWAYS

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

KEY INITIATIVE D – 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

2021 ACTIVITIES

1. Establish a High Performance Advisory Group with leaders from throughout BC.
2. Research into best practice, leading organisations, and provincial/national standards for high performance
3. Review of funding and business models for high performance programming.
4. Pilot a new Team BC Development pathway ("Ignite Programs") as an entry point into high performance.
5. Develop and adopt a High Performance Plan - including benchmark indicators.

2021 HIGHLIGHTS

- ✓ Launched Ignite brand and program as an introduction to the high performance pathway. We organised camps in July and August in Burnaby, Langley, Kelowna, Kamloops, Parksville and Dawson Creek. Approximately 200 participants age 12-14 years participated and evaluation is now underway in order to review program and include improvements for future years.
- ✓ Successfully applied for the Maple Ridge BC Games Legacy Fund for high performance coach support (see Key Initiative C) and viaSport BC's High Performance Fund for the Summer Canada Games, resulting in additional strength and conditioning for the teams.
- ✓ Work has been initiated on researching best practice and models for high performance. A priority for 2022 is to continue this work, establish a High Performance Advisory Group, and develop a High Performance Plan.

PRIORITIES FOR 2022

- Establish a High Performance Advisory Group with leaders from throughout BC.
- Research into best practice, leading organisations, and provincial/national standards for high performance.
- Develop and adopt a High Performance Plan including benchmark indicators.
- Create and deliver a communication/education campaign to promote player pathways.



YOUTUBE.COM/VOLLEYBALLBCVIDEO

STREAMING TODAY!

RED V BLUE MATCH

LIVE AT 2PM



TEAM BC

IGNITE

Lower Mainland – July 5-9
Fraser Valley – July 12-16
Okanagan – July 19-23
Island – August 3-6
Kootenays – August 11-13
North – August 18-20

REGISTER NOW!

GOAL 3. TO EXPAND OUR REACH

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

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

2021 ACTIVITIES

1. Analysis and review of participation profile, community demographics, potential partners, role models, and best practice to produce a discussion paper.
2. Establish a Diversity and Inclusion Working Group.
3. Pilot a Newcomer to Canada Program.
4. Development of a Diversity and Inclusion Strategy

- ✓ Appointed INclusion INcorporated to undertake a review of diversity, equity, and inclusion in Volleyball BC. This included an audit of our organisation using the Global Diversity, Equity and Inclusion Benchmark (GDEIB) and a BelongING Metric survey to staff, Board and contractors to assess belonging, identity, and culture. We have received the results and will be using these as a basis for the development of a Diversity, Equity, and Inclusion Strategy.
- ✓ Selected to participate in Canada Women and Sport's "Same Game Challenge", a 7-step supported process to review and embed gender equity in Volleyball BC. We set up a working group and will be completing the steps between September 2021-March 2022.
- ✓ Successfully received a grant from Sport BC to pilot an Introduction to Volleyball program for Newcomers to Canada. Around 20 South East Asian and Filipino youth participated in a 6-week program in partnership with South Vancouver Neighbourhood House in July. The program was well-received and we have secured funding to continue the partnership with SVNH. The second program is now up and running in Richmond and will conclude at the end of December. We are currently seeking partners on Vancouver Island, the Okanagan, or Northern BC to run additional sessions.
- ✓ 20 VBC staff completed Sport for Life's Sport for Newcomers e-module and 4 VBC staff completed All Youth Matters, a viaSport BC workshop on creating inclusive youth sport programming.

2021 HIGHLIGHTS

PRIORITIES FOR 2022

- Develop and launch a Diversity, Equity, and Inclusion Strategy identifying priorities for action.
- Embed gender equity into VBC governance and operations through participation in Canadian Women and Sport's Same Game Challenge.
- Build new partnerships to expand the delivery and sustainability of our Newcomer to Canada Program.



GOAL 4. TO SUPPORT OUR COMMUNITY

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

KEY INITIATIVE F – TO IMPLEMENT AN OUTREACH AND ENGAGEMENT STRATEGY TO EXPLORE NEW WAYS TO CONNECT, COMMUNICATE, AND SERVE OUR COMMUNITY

2021 ACTIVITIES

1. Solicit feedback from our clubs and member organisations to identify areas of opportunity for services and support.
2. Introduce an annual membership survey with key indicators.
3. Launch new website as a hub for members
4. Review our governance model and operations for new member engagement and feedback opportunities.
5. Develop an outreach and engagement strategy, encompassing member relations and communications.

2021 HIGHLIGHTS

- ✓ Launched our Annual Member Survey in July 2021, receiving 443 responses. Survey combined questions on satisfaction, safety, coach and referee development, and communication. The results were shared with members in November 2021 and will be used as baseline information to assess progress.
- ✓ Completed research and data collection on other provincial sport organisations and provincial/territorial volleyball organisations to assess our governance and operations for opportunities to improve member engagement.
- ✓ Appointed a local company to redesign volleyballbc.org. This is on track for completion mid-2022.
- ✓ A priority for 2022 is to continue this work and develop a Member Engagement and Communication Strategy to improve our services, consultation, and communication to our members.

PRIORITIES FOR 2022

- Create and adopt a Member Engagement and Communication Plan with key deliverables and benchmarks.
- Launch a new website as a hub for members.
- Establish and deliver standards for VBC events and services to promote a consistent brand and experience.



LOOKING AHEAD TO 2022

Below is our “VBC House” for 2022. We have made some small adjustments to our Goals and Key Initiatives to reflect things we learned in 2021. We have also added a fifth Goal – *To Create an Engaged and Inclusive Environment* – in recognition of the importance of the people who work and volunteer at Volleyball BC. We are proud of what we achieved in 2021 but we still have plenty to do. We look forward to working with you to ignite passion for volleyball in 2022!

