



VOLLEYBALLBC

STRATEGIC PLAN

2022 REVIEW & LOOK FORWARD TO 2023



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 2 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 2022 and outlines our priorities for moving forward in 2023. We are proud to share this with you.

December 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

2022 ACTIVITIES

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

2022 HIGHLIGHTS

- √ [Safe Sport Action Plan](#) finalised and approved by VBC Board in March with Year 1 priorities identified.
- √ Public launch of plan to members with tailored materials for [Players](#), [Coaches](#), and [Referees](#).
- √ Safe Sport Working Group met 2-3 times throughout 2022 to review plan and progress.
- √ Audit completed of VBC policies and procedures with plan to review and revise in accordance with best practice. Work currently underway to develop new policies and revise the existing.
- √ 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), World Sleep Day (Mar), Mental Health Awareness (Apr/May), National Injury Prevention (July). Safe Sport content enhanced on [VBC web page](#).
- √ Hosted the viaSport BC Safe Sport funding announcement with the Federal and Provincial Sport Ministers in May.
- √ "Did You Know?" awareness posters, resources about [Performance Anxiety](#), and key safety materials produced and distributed at Provincial Championships in May.
- √ [Tracked incidences of physical injuries](#) at Provincial and National Championships to better understand risks.
- √ Youth survey conducted in April-June about mental health and wellbeing, shaping activities for 2023.
- √ In June 2022, under Volleyball Canada, Volleyball BC committed to use 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.

PRIORITIES FOR 2023

Year 2 will be a continuation of our work to progress Year 1 activities:

- Deliver Year 2 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 CREATE A DEVELOPMENT PLAN TO SUPPORT THE RECRUITMENT AND RETENTION OF COACHES AND REFEREES

2022 ACTIVITIES

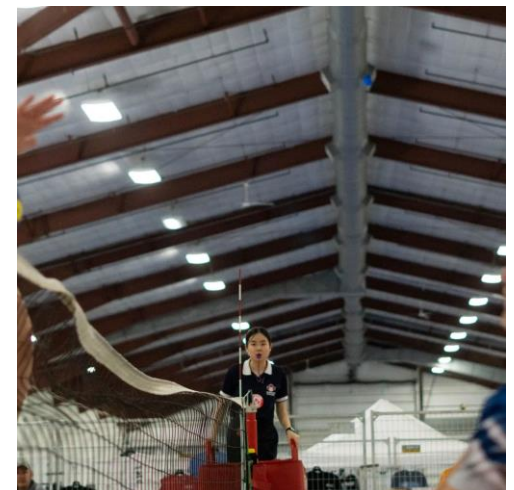
1. Develop and launch a Coach and Referee Development Plan.
2. Create and deliver a communication and education campaign to promote referee and coach pathways.
3. Leverage opportunities through Team BC to deliver coach and referee development.
4. Develop an online training option to encourage the recruitment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

2022 HIGHLIGHTS

- ✓ Work underway to establish roles, relationships, and responsibilities within the referee community, Volleyball BC, high school, and post-secondary institutions. Sharing of best practice and learnings from other volleyball provincial sport organisations and attendance at the National Referee Committee meetings. We recognise that all of this groundwork is necessary before we can create a Referee Development Plan and our intention is to conclude this in 2023.
- ✓ Delivered Development Coach [workshops](#) for 111 participants (44% Female, 56% male) and Advanced Development Coach workshops for 72 participants (24% Female, 76% Male).
- ✓ Professional development opportunities for coaches included a “lunch and learn” session with Women’s National Team Head Coach, Shannon Winzer, in Summer 2022.
- ✓ Delivered Team BC coach development through 6 online workshops and integration of the Team BC Style of Play philosophy.
- ✓ As part of the Team BC program in Kamloops in July, we organised an introductory session to refereeing for players and hosted a High Performance Referee Clinic to support the development of Level 3 referees.
- ✓ Annual survey of referees and coaches completed in June 2022 with analysis of results to improve experience.
- ✓ Communication materials developed to promote [Coach Pathways](#).
- ✓ Dedicated monthly coach newsletter launched and distributed to 900 registered coaches.
- ✓ Successfully organised 8 online Level 1 [clinics](#) with around 300 attendees, resulting in approximately 70 certified referees.

PRIORITIES FOR 2023

- Develop and launch a Coach Development Plan.
- Create and deliver a communication /education campaign to promote referee and coach pathways.
- Implement a high performance coach development program to support the objectives of the High Performance Plan.
- 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

2022 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. Develop and adopt a High Performance Plan including benchmark indicators.
4. Create and deliver a communication/education campaign to promote player pathways.

2022 HIGHLIGHTS

- ✓ Established a High Performance Board-Staff Working Group and appointed Sport Law as an external consultancy to support creation of the High Performance Plan.
- ✓ Researched best practice, leading organisations, and provincial/national standards for high performance in March-April.
- ✓ Conducted a survey of club coaches and interviews with post-secondary coaches, Volleyball Canada, Canadian Sport Institute Pacific, and other appropriate stakeholders from May-July.
- ✓ Developed a High Performance Plan to articulate VBC's role, contribution, and definition of success for high performance programming. This Plan is currently being finalised for launch to members in early 2023.
- ✓ [Team BC](#) pathway promotional materials were created and shared in April for the 2022 programs. More work will be done on communication and educational materials for player pathways in 2023 based on the new High Performance Plan.

PRIORITIES FOR 2023

- Adopt and deliver Year 1 priorities of 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

2022 ACTIVITIES

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

2022 HIGHLIGHTS

- √ Worked with Inclusion Incorporated to consult, survey, and facilitate the development of a Diversity, Equity, and Inclusion Strategy for Volleyball BC. This process ran from January to June and culminated in the creation of a strategy that was presented to the Board for approval in September. We will be sharing our Strategy and Year 1 priorities with our members in early 2023.
- √ Participated in Canada Women and Sport's "Same Game Challenge", a 7-step supported process to review and embed gender equity in Volleyball BC. Our focus was on encouraging more gender equity in coaching and refereeing. We analysed participation data and held focus groups with female coaches and referees to better understand some of the challenges and opportunities that they face. This work ran from January to June and resulted in 4 recommendations for increasing the number of female coaches and referees. These recommendations are integrated into our new Diversity, Equity, and Inclusion Strategy.
- √ Delivered 6 newcomer programs introducing over 150 New Canadians to volleyball in Vancouver, Richmond and Penticton. Working in partnership with community agencies, we delivered 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 with South Van Neighbourhood House to introduce "South Van Flare Volleyball", a program that included 4 sessions of beach volleyball and a mentorship session for South Asian female newcomers to learn about coaching and refereeing opportunities in volleyball.

PRIORITIES FOR 2023

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

SOUTH VAN FLARE VOLLEYBALL
A Career Mentorship and Volleyball Camp for Newcomer Women and Girls
Learn about different careers in Volleyball from our Guest Speakers:

Liz Yoon
REFEREE

Mary Joann Visscher
COACH

Community Partners
SOUTH VANCOUVER NEIGHBOURHOOD HOUSE

SUNDAY APRIL 10, 2022
3:00-5:00PM
6470 VICTORIA DR, VANCOUVER

VOLLEYBALL BC
Sport for Life



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 OUTREACH AND ENGAGEMENT STRATEGY TO EXPLORE NEW WAYS TO CONNECT, COMMUNICATE, AND SERVE OUR COMMUNITY

2022 ACTIVITIES

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

2022 HIGHLIGHTS

- ✓ [Member Engagement and Communication Plan](#) was developed, shared with the Board in March, and launched to members in April. Year 1 priorities have been developed for delivery commencing in 2023.
- ✓ Conducted the second Annual Member Survey in June, receiving over 500 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 2023.
- ✓ First draft of re-design complete for volleyballbc.org. Work was delayed on this project due to staff capacity but is now resumed for completion in 2023.
- ✓ Standards established for events and services. Investment made in new branded event collateral and staff clothing to create a more consistent experience. This work is ongoing as we transition back to post-COVID operations and strive to meet our members' expectations.

PRIORITIES FOR 2023

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



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.

2022 ACTIVITIES

1. Improve recruitment, onboarding 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. Further explore and identify areas of focus from the 2021 Belonging Metric survey for staff and contractors

2022 HIGHLIGHTS

- ✓ Transitioned to a new HR system to improve human resources processes, onboarding and management.
- ✓ Implementation of consistent screening, contracts, and onboarding for temporary contractors.
- ✓ Worked to bring VBC values to life through expected behaviours of staff, volunteers, and contractors.
- ✓ Analysis of staff results from 2021 Belonging Metric survey and development of an action plan to address key areas.
- ✓ Implementation of new staff structure in Fall.
- ✓ Staff training and professional development provided in communication, negotiation, safe sport, and first aid.

PRIORITIES FOR 2023

1. Improve recruitment, onboarding 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.



We are proud of what we achieved in 2022 but we still have plenty to do.

We look forward to working with you to ignite passion for volleyball in 2023!

Got feedback or questions?

Email:
communications@volleyballbc.org