



# High Performance Plan

A plan that describes Volleyball BC's goals, objectives, and activities aimed at improving the performances of BC's top athletes and coaches.





## Table of Contents

1. Introduction .....	2
2. Understanding High Performance .....	4
3. Volleyball BC's Role in High Performance.....	6
4. Goals and Objectives .....	7
5. Team BC Program Changes .....	11
6. Measuring and Monitoring Success .....	13
7. Acknowledgments.....	15
Appendix A: Team BC Profile .....	16
Appendix B: Periodized Implementation Plan.....	17



## 1. INTRODUCTION

In 2019, Volleyball BC engaged its membership and community in a strategic planning process to determine the goals and initiatives for the organization over the next four years. One of the priorities that emerged was to “strengthen the pathways” to ensure players and coaches can learn, grow, and excel on the pathway they choose in our sport. As part of this, our strategic plan identifies the need to create a strategy for sustainable high performance programming that prepares athletes and coaches to perform and contribute at a national and international level. A High Performance Working Group was established with Board and staff representatives to oversee and help develop the plan.

### 1.1 Purpose

The purpose of the High Performance Plan is to articulate Volleyball BC’s role and objectives for high performance programming, training, development, and support. It describes the goals, objectives, and activities aimed at improving the performances of BC’s top athletes and coaches.

### 1.2 Methodology and Findings

As one of Volleyball BC’s (VBC) core programs, we have historical and current data about Team BC (TBC) participants, achievements, and program delivery which was used as a starting point for developing this plan. In addition, as part of our strategic commitment to serving our membership, we have data from our Annual Member Survey that has allowed us to develop a detailed profile of Team BC participants and their experiences. Key findings from this work include:

- 88% of TBC respondents said that they were “satisfied” or “very satisfied” with Volleyball BC, with 95% giving VBC a rating of 3+ out of 5.
- 98% of TBC Select participants were “likely” or “highly likely” to refer the program to friends and family.
- 89% of TBC respondents said that they felt part of Volleyball BC.

We have developed a full profile of TBC participants and their motivation, satisfaction, communication preferences and priorities for improvement that helped inform this Plan. A full copy of this Team BC profile can be found in Appendix A.

Specific to the High Performance Plan, we undertook in-depth consultation with club coaches, post-secondary coaches, and stakeholder interviews in Spring/Summer 2022. Views and opinions were sought through a survey (n=264), focus groups, and targeted interviews. The feedback received was summarized and presented to both the High Performance Working Group and the board. The key themes that emerged from this consultation including:

#### **Accessibility**

- There is a need and desire for more regional programs and development opportunities;
- Various regional program ideas were raised such as mini-camps, regional try-outs, or bi-weekly HP training to provide greater regional access to HP programs; and,
- Stakeholders report that costs are keeping some of the best players from accessing high performance opportunities.

#### **Talent Identification**

- Many felt that talent identification needs to be improved;
- Need to increase the ways that athletes can be identified (e.g., coach identification and greater regional identification); and,
- Greater use of physical testing to identify players with greatest long-term potential.

### Player Development

- Diversity in quality of play between elite and recreational clubs is hindering player development;
- TBC is a valuable contribution to player development, especially for players from rural and remote areas;
- Top players need more training time together with TBC coaches;
- TBC needs greater support for mental performance and mental health; and,
- There is a view that other provinces and their clubs are providing better strength and conditioning opportunities for their athletes.

### Coach Development

- Increasing coaching excellence will have a profound impact on the top athletes and the entire club system;
- Some volunteer coaches believe that there are already too many requirements for formal coach education, while others express that VBC must retain high standards for coaches;
- Expressed desire by some coaches for enhanced development opportunities (e.g., mentorship);
- TBC needs a larger pool of coaches and VBC has a role to recruit and train these coaches.

The consultation findings form the basis for many of the program changes and initiatives of this plan.





## 2. UNDERSTANDING HIGH PERFORMANCE

### 2.1 Definition and Logic model

Volleyball BC defines high performance as being the programs, coaching, and initiatives focused on developing elite athletes that will compete at the international level. This Plan focuses Volleyball BC's efforts on identifying and developing BC's best athletes who are in the Train to Train and Learn to Compete stages of Volleyball Canada's Long Term Athlete Development (i.e. Team BC Red & Blue & Team BC Select) and who have the potential for the Canadian National Team. We understand that high performance is the outcome of a system where all parts contribute to the end result. This can be expressed in a logic model like the one below:

High performance results, such as podium finishes at Canada Games, are the end result of a well-functioning athlete development system. This starts with a strong club system where the key components of athlete development are present: excellent coaching, engaging programming, and a culture that balances values of holistic athlete



development and excellence. The top athletes must then be identified and given the opportunity to work with other identified athletes and Team BC coaches in environments that include supportive facilities, Integrated Support Team services (IST), and appropriate competitive opportunities. The excitement of top results fuels the system and demonstrates that BC athletes and coaches are among the best in the nation.

### 2.2 Scope

As highlighted above, High Performance is complex and intertwined with many elements of the broader sport system. We recognize that there are certain aspects that are beyond the scope of this Plan and that are more appropriately addressed elsewhere:

- There are many views as to where development transitions into high performance, and at what stage or age an athlete should be considered high performance. For the purpose of this Plan, VBC considers the Ignite 14U program, Zone Program and Indoor BC Summer Games 15U programs to be a valued part of their development programming. The high performance programs outlined in the plan for Volleyball begin at 16U.
- Not currently addressed in this Plan is high performance beach volleyball. High performance beach volleyball does not have such an established youth pathway as indoor volleyball and typically attracts

older athletes. However, we know that BC has a strong competitive advantage in beach volleyball with a thriving beach community, facilities, established tournaments and events, and coaching expertise. Volleyball BC's role in supporting high performance beach volleyball is harder to define and needs some further work to clarify. It is our intention to undertake this work and add to this Plan over time.

- One of the key elements highlighted in our logic model is "Excellent Clubs". Volleyball BC undertakes work outside the realm of high performance to support our clubs and the extent of this work is not captured in this Plan.



### 3. VOLLEYBALL BC'S ROLE IN HIGH PERFORMANCE

Volleyball BC plays a leadership role in developing an excellent club system, excellent people, and excellent environments. Specifically this includes:

- Volleyball BC provides high performance leadership by delivering opportunities for coach and athlete development and by facilitating talent identification.
- The Team BC program is not just a source of motivation for BC's best volleyball athletes. It provides invaluable development opportunities for many of the province's athletes who come from rural communities, smaller clubs, or regions where there are few competitive opportunities.
- BC has a reputation of having some of Canada's best volleyball coaches, and its universities and colleges are consistently among the best in USport, CCAA, and NCAA. VBC plays a critical role in developing top coaches and providing them with the education, mentoring, and enhanced learning opportunities to coach at the very top levels of the sport.
- VBC is responsible for developing and managing a transparent and technically sound system of talent identification. It is accountable for the quality assurance and consistency of this system.

A visual representation of the current Team BC offerings can be found below:



# TEAM BC

## Development Pathway 2023



Team BC <b>IGNITE 14U</b>	Team BC <b>Zone Program 15U</b>	Team BC <b>Red &amp; Blue 16U</b>	Team BC <b>Select 18U</b>
Athletes born in 2009 or younger	Athletes born in 2008 or younger	Athletes born in 2007 or younger	Athletes born in 2005 or younger
IGNITE is the first experience with Team BC pathway. Athletes experience a multi-day camp to develop the skills, confidence and IGNITE their journey in Volleyball.	Zone program builds on the ignite experience Athletes will continue to GROW their skills, and COMPETE with a regional team at the BC Cup in Kamloops July 20-23.	GROW and COMPETE with some of the top athletes and coaches in BC. Athletes with the Red & Blue program will represent BC at the Canada Cup in Niagara July 20-23.	The pinnacle program for athletes in the Team BC Development Pathway. Athletes are identified who have potential to EXCEL at the Canada Cup in Niagara July 20-23.
<b>How to participate:</b> IGNITE is an open program, there are no tryouts. Register for a camp in your region of choice.	<b>How to participate:</b> Register for your home Regional Selection camps May 27/28, June 3/4, June 10/11	<b>How to participate:</b> Register for a Super Regional Selection camp May 26-28, or June 2-4. Athletes may be identified through evaluation and/or participation at the physical testing station at 16U provincials May 5-7	<b>How to participate:</b> Athletes are identified and invited to participate in a program selection camp. Interested athletes not yet identified may submit a virtual ID application.

#### 4. GOALS AND OBJECTIVES

The VBC High Performance Plan has the following goals, objectives, and activities that have been grouped by the different elements in the logic model:

<b>ELEMENT #1: EXCELLENT CLUBS</b>		
<b>Goal #1 - Focus and Support BC Clubs to Deliver High Performance Programming</b>		
<p><b>Objective 1.1</b> Promote BC's HP players and teams to inspire younger generations</p>	<p><b>Activities</b> -Website renewal and focus. -Social media -Develop promotional tools.</p>	<p><b>Rationale</b> Assist with local club recruitment to attract more athletic youth to the sport of volleyball.</p>
<p><b>Objective 1.2</b> Define and track components of a club that supports high performance</p>	<p><b>Activities</b> -Collaborate with clubs to develop a detailed club finder web tool.</p>	<p><b>Rationale</b> Assist parents in selecting the right club. Encourage clubs to enhance programming and add support services that develop talented players and coaches.</p>
<p><b>Objective 1.3</b> Provide technical leadership to clubs and club coaches</p>	<p><b>Activities</b> -Publish regular technical newsletter. -Develop an online technical hub. -Deliver regional clinics. - Professional development opportunities -Provide training in player evaluation.</p>	<p><b>Rationale</b> Supporting club coaches in their understanding of what constitutes technical and tactical development is fundamental to ensuring players have a strong foundation. New and novice coaches would like additional technical support, particularly from smaller clubs with limited resources.</p>
<p><b>Objective 1.4</b> Recognize and acknowledge top performing clubs and teams</p>	<p><b>Activities</b> -Publish team rankings from VBC tournaments. -Award the top BC clubs.</p>	<p><b>Rationale</b> Recognition creates an ethos that values excellence. Club rankings enable more competitive seeding at VBC tournaments which supports better player development.</p>



## ELEMENT #2: EXCELLENT PEOPLE

### Goal #2 - Improve Talent Identification for Team BC

<p><b>Objective 2.1</b> Develop transparent talent evaluation framework for TBC selection</p>	<p><b>Activities</b> -Ensure that evaluation frameworks and selection policy are regularly updated and publicly available. -Train coaches and evaluators to use the framework. -Provide regional clinics for club coaches.</p>	<p><b>Rationale</b> The evaluation framework provides quality assurance of talent identification and enables the expansion of talent identification to the regions. By teaching evaluation to club coaches, VBC develops a shared understanding of elite talent and a capacity in assessment that is critical for effective instruction.</p>
<p><b>Objective 2.2</b> Broaden the number of opportunities for talent identification to include BC club tournaments and championships</p>	<p><b>Activities</b> -Identify athletes for TBC programming at Club Tournaments and Provincial Championships -Increase the duration of regional selection camps. -Develop a mechanism for club coaches to recommend top players for identification.</p>	<p><b>Rationale</b> Club coaches report that the VBC approach to talent identification is not selecting their best players. This objective increases the opportunities for athletes to demonstrate their skills and abilities and aims to provide multiple pathways to be selected for Team BC.</p>

## ELEMENT #2: EXCELLENT PEOPLE

### Goal #3 - Increase BC's High Performance Coaching Expertise

<p><b>Objective 3.1</b> Develop and provide a High Performance Coaching Pathway</p>	<p><b>Activities</b> -Provide enhanced education, mentoring, and experiential opportunities for a select group of coaches. -Align TBC coaching contracts with the Coaching Pathway.</p>	<p><b>Rationale</b> There is a need to increase the pool of TBC coaches and a benefit to providing additional learning opportunities to BC's most promising coaches. By raising the competency of these coaches, we will also support and improve club coaching and performance.</p>
<p><b>Objective 3.2</b> Invest and Prioritize HP Coach Development</p>	<p><b>Activities</b> - Align selection and appointment of TBC coach contracts with the HP Coach Development Pathway.</p>	<p><b>Rationale</b> Coaches who commit to the High Performance Coaching Pathway will be prioritized for TBC and Regional coach opportunities and contracts. This will be phased in over 3 years.</p>

<p><b>Objective 3.3</b> Support club coach development</p>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>- Open regional camps for observation by interested club coaches.</li> <li>- Deliver regional clinics and online coach development opportunities.</li> </ul>	<p><b>Rational</b></p> <p>Accessible coach development becomes tied to TBC programming, and supports club coaches development and alignment with TBC.</p>
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## ELEMENT #3: EXCELLENT ENVIRONMENTS

### Goal #4 - Increase High Performance development in the regions of British Columbia

<p><b>Objective 4.1</b> Move more TBC programming to the regions</p>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>-Regionalize the talent selection portion of the TBC camp.</li> <li>-Increase opportunities for regional coaches to be part of a regional VBC training camp.</li> </ul>	<p><b>Rationale</b></p> <p>Consultation identified cost as a barrier to elite development. By moving the talent selection portion of the TBC camp from a central location to multiple locations (“super regions”), travel costs are reduced, and more athletes can participate. This also increases development opportunities for local coaches who can participate in supporting the camps</p>
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## ELEMENT #4: EXCELLENT RESULTS

### Goal #5 - Support BC’s Best Athletes

<p><b>Objective 5.1</b> Increase quality training hours for TBC players at the 16-18U levels.</p>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>-Revise format of TBC U16 and U18 camps to increase training time.</li> </ul>	<p><b>Rationale</b></p> <p>Athlete development is enhanced by playing with BC’s best under the guidance of TBC coaches. By revising the format of the camps, more quality training hours can be logged.</p>
<p><b>Objective 5.2</b> Increase support for TBC player development through strength and conditioning, skill consultants, and integrated support teams.</p>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>-Leverage Canadian Support Institutes Pacific facility access to enable strength and conditioning.</li> <li>-Develop a directory of skill consultants.</li> <li>-Deliver mental performance and mental health training.</li> </ul>	<p><b>Rationale</b></p> <p>Not all clubs are able to support all of the needs of their elite athletes. Athletes qualifying for TBC would receive additional support throughout the year that would ensure that they could continue their high performance training outside of TBC sessions.</p>

	-Ensure that TBC athletes have access to a network of IST support professionals.	
<b>Objective 5.3</b> Support identified high performance athletes with financial needs.	<b>Activities</b> -Expand the number of bursaries. -Establish a specific TBC bursary.	<b>Rationale</b> Survey and club feedback suggests that TBC program costs may be cost prohibitive for some players. Bursaries enable some players to participate that otherwise would be excluded from TBC.

A detailed implementation plan for these goals and objectives can be found in Appendix B.





## 5. TEAM BC PROGRAM CHANGES

Outlined below are the specific changes that will be made to the Team BC 16-18U programs as a result of the activities proposed above.

### 5.1 Previous Team BC Program (2022)

Program	Age	Identification Process	# of Athletes (per gender)	# of Training Hours	Competition
Team BC Select	18U	Identification to Final selection Camp  Final Selection Camp	Final Selection Camp - 48 Athletes  Training and Competition 14 Travel Athletes 2 Training Alternates	2.5 day/8 hour selection camp  10 days/40 hrs of training for the final team	Canada Cup - 6-7 matches  1 team
Team BC Red & Blue	16U & 17U	Regional Identification Camps  Final Selection Camp	70 athletes Invited to Final Selection Camp  28 Travel Athletes Selected 4 Training Alternates	4 days/16 hrs selection Camp  10 days/40 Hours Training Block for the final team	Canada Cup - 6-7 matches  2 teams

### 5.2 Proposed Changes from 2023 onward

Program	Age	Identification Process	# of Athletes (per gender)	# of Training Hours	Competition
Team BC Select	18U	Identification to Final selection Camp  Final Selection Camp	Final Selection Camp - 48 Athletes  Training and Competition 14 Travel Athletes 2 Training Alternates	2.5 days/8 hour selection camp  12 days/48 hrs of training block for the final team	Canada Cup - 6-7 matches  1 team
Team BC Red & Blue	16U	Club Season Identification  Super Region Selection Camp  High Performance Camp	Club Season Identification - 20-24 athletes  Super Region Selection Camps - identify 16-20 Athletes  5 day centralized HP Camp - 40 athletes  Training & Competition - 14 athletes & 2 Training Alternates	5 day/20 hrs HP selection camp  7 days/28 Hours Training Block for the final team	Canada Cup - 6-7 matches  1 team

The changes to TBC seek to achieve the following aims:

- Increase the participation and lower the costs by moving the four day selection to camps in three super regions. This reduces travel costs for participants and provides alternatives for accommodations that address coach and club feedback that the program has become too costly.
- Standardize talent identification to enable consistency across the three selection camps.
- Increase the importance of play at the BC Club Provincial Championships by selecting up to 20 athletes from each gender based on their performance during the tournament.
- Decrease the number of participants at the 16U TBC camp to better reflect the size of the existing talent pool and to provide a longer and higher quality experience for the top 40 men and women players.
- Collapse the 16U & 17U TBC Red & Blue program: Collapse identification from 70 athletes and four days of a selection to 40 athletes and seven days of camp. Reduce the number of training and travel athletes from 32 athletes and 10 training days to 16 athletes and seven training days. Reduce the number of teams attending the Canada Cup from two teams to one.
- Increase the number of training hours provided to top identified athletes at the 16U (n=16/gender) and 17U/18U (n=16/gender) level by 150% over the next four years.



## 6. MEASURING AND MONITORING SUCCESS

### 6.1 Measures and Benchmarks

In the course of our consultation and research, we identified many different outcomes and measures for High Performance success. These include:

- The number of medals at national competitions
- Progression of Team BC athletes onto post-secondary teams or to National teams.
- Satisfaction and perceived value of the Team BC programs by participants.
- Holistic development of well-rounded athletes with a life-long love of the game
- Availability, affordability, and access to high performance programs from all parts of BC.

All of these are important outcomes and results that contribute to the sport in BC. Not all of these are easily quantifiable or measurable. For the purposes of tracking the impact of this Plan, we will measure the success of our high performance programs by the following measures and benchmarks:

Measure	Benchmark (2022)	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target
16U Canada Cup Women	6th	Top 4	Top 3	Top 3	Top 3
16U Canada Cup Men	3rd	Top 4	Top 3	Top 3	Top 3
18U Canada Cup Women	5th	Top 4	Top 3	Top 2	Top 2
18U Canada Cup Men	5th	Top 4	Top 3	Top 2	Top 2
Canada Games Women	3rd				Top 2
Canada Games Men	5th				Top 2
Canada Games Beach Women	3rd				Top 2
Canada Games Beach Men	2nd				Top 2
# of BC athletes on a national team (NT)	52 total - 30% of athletes on NT rosters*	30% or higher	30% or higher	30% or higher	30% or higher
# of Team BC Athletes graduating to NT programs (NEP, Youth, Junior programs)	14 athletes	14 athletes	16 athletes	18 athletes	18 athletes
Training Hours HP Club Services**	56 hrs	60 hrs +	60 hrs +	72 hrs +	88 hrs +
Coach Pathway***					
Team BC Satisfaction Surveys	88%	90%	95%	95%	95%

\*BC athletes defined as born in BC, or attended a BC post secondary institution, or trained in BC at least 3 months per year. Information gathered from VC website. Athletes gathered from multiple events attended during the 2021 NT season.

\*\* KPI will be identified as HP Club Services are built out and delivered in year 2-4 of the HP Plan

\*\*\* KPI will be identified for the Coach Pathway out and delivered in year 2-4 of the HP Plan



## 6.2 High Performance Committee and Reporting

The High Performance Committee (HPC) is responsible for ensuring the implementation of the Plan, developing selection policies, monitoring associated budgets, annually reporting to the VBC Board of Directors on the performance measures, and overseeing program initiative reviews and continuous improvement efforts. The HPC terms of reference will be modified to closely reflect these tasks and the existing Committee will be reconstituted by June 2023. The Committee will be composed of staff and stakeholders from the clubs and post-secondary institutions.

The HPC will develop an annual reporting framework that will report on the progress of the Plan and track success as defined by the Plan's measures. The report will be received annually by the Board of Directors and made available to the VBC membership.



## 7. ACKNOWLEDGEMENTS

A massive thank you goes to Bruce Deacon of Sport Law and Strategy who helped us realize our High-Performance Strategy. Bruce advised us from start to finish, and was a major driver in all aspects of the plan, from research to drafting. We could not have completed it without Bruce!

We are grateful for all of the engagement from our volleyball community throughout the research, and development of the plan. Hundreds of individuals took the time to complete surveys, focus groups, and individual consultation over the past year, we are fortunate for the vast expertise and knowledge throughout our community in British Columbia. We specifically would like to thank Volleyball Canada and the group of BC Post Secondary Coaches, both of whom were consistent with their support throughout the development of the plan.

Thank you to the Volleyball BC Board and Staff for their leadership and work to commit to High Performance Volleyball in BC and for creating space for long term vision in the sport.

Finally, thank you to all the athletes, coaches, referees, club directors, and parents who are committed to supporting High Performance athletes and coaches in BC. We hope the High Performance plan is step forward in developing world class performance.

Staff Leads: Jay Tremonti, Emma Gibbons, Adrian Goodmurphy, Ryan Adams, Glen Wheatley.

March 2023



APPENDIX A: TEAM BC ATHLETES (from Membership Engagement Plan 2022)

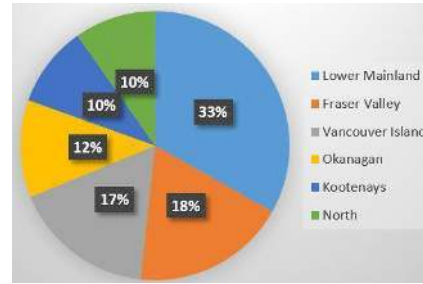
NUMBERS OVER LAST 5 YEARS

2022 - 507  
 2021 - 583  
 2020 - 252  
 2019 - 638  
 2018 - 67

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.

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.

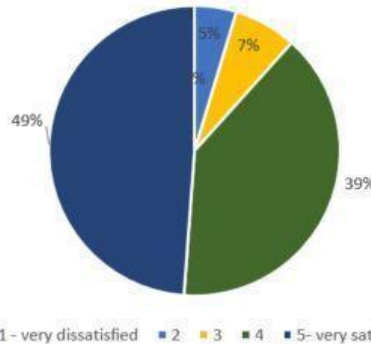
MY MOTIVATION TO PLAY VOLLEYBALL

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

MY PERSONALITY

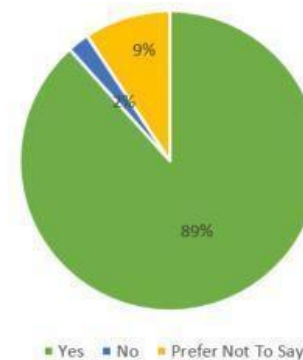
If I am in 15-18U TBC programs, I am driven and focused on being the best that I can. But I also value the social side of volleyball and enjoy training with like-minded individuals.

MY SATISFACTION WITH VBC (2022)



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.

DO I FEEL PART OF VBC? (2022)



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

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

MY TOP 3 THINGS FOR VBC TO DELIVER

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

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.

To improve my score, VBC could....

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

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.



**APPENDIX B: PERIODIZED DELIVERY OF PLAN**

Objective	Year 1	Year 2	Year 3	Year 4	Resources
1.1 Assist clubs in promoting volleyball to youth and parents	Website renewal  Develop promo material with clubs  Promote grassroots and early development opportunities	Club finder page  Maintain  Review/Revise	Review/Revise  Review/Revise  Maintain	Maintain  Maintain  Review/Revise	Website Cost - currently underway, not in HP budget (year 1)  Content Creation for Club Material - estimated staff time.
1.2 Define and track components of a high performance club	Identify components of HP club and collect club information	Launch club finder	Promote and refresh	Promote and refresh	HP Club Definition/Measurement System - 0.06 FTE (year 1-4)  Club Finder Launch & Maintenance - 0.06 FTE - (year 2-4)
1.3 Provide technical leadership to clubs and club coaches	Publish monthly technical newsletter  Develop an online technical hub  Deliver regional clinics	Increase frequency to bi-weekly  Curate content  Continue	Maintain  Curate content  Continue	Maintain  Review/Revise  Continue	Monthly Newsletter 0.08 FTE (year 1-4)  Online Technical Hub 0.06 FTE (year 1-4)  Improvement & Refinements to Regional Camp Delivery 0.02 FTE (year 1-4)

Objective	Year 1	Year 2	Year 3	Year 4	Resources
2.1 Develop transparent talent evaluation framework for Team BC selection	Refine and publish Team BC talent	Review/Refine Publish 2.0	Maintain	Coach/athlete feedback Review/Refine	Athlete Identification Network, Process and Criteria Creation & Implementation 0.08 FTE (year 1-4)

	identification framework  Train all regional evaluators	Regional and online clinics in player assessment	Continue	Publish 2.1  Continue	Review & Refine & Implement 0.08 FTE (year 2-4)
2.2 Broaden the number of opportunities for talent identification to include BC club tournaments	Select the BC Club tournaments best players to attend the Team BC camp  Introduce new regional talent ID camp model	Maintain  Maintain  Develop, test, and review an athlete nomination process	Review/Revise  Review/Revise  TBD	Maintain  Maintain  TBD	Athlete Identification Network, Process and Criteria Creation & Implementation 0.08 FTE (year 1)  Review & Refine & Implement 0.06 FTE (year 2-4)

Objective	Year 1	Year 2	Year 3	Year 4	Resources
3.1 Develop and provide a High Performance Coaching Pathway	Develop HP Coach Pathway	Launch HP Coach Pathway (cohort #1)  Align regional Team BC coaching contracts with Coaching Pathway	Continue cohort #1  Add cohort #2  Continue	Cohort #1 to Team BC opportunities  Continue cohort #2 Add cohort #3  Review/Revise  Align Team BC coaching contracts with the Coaching Pathway	Staff Time - Refinement, Development & Execution 6 month program 0.06 FTE (Year 1-4)  Program Overview - Team BC Coach Costs \$15 k - mentorship, program outline (approximate amount budgeted for TBC Coach Dev in 23, E10-13 + regional budgets) (year 1-4) 0.24 FTE
3.2 Invest and Prioritize HP Coach Development	Align selection and appointment of TBC coach contracts with the HP Coach Development Pathway.	Continue	Continue	Continue	

3.3 Support club coach development	Open regional camps for observation	Continue	Continue	Continue	Staff Time - Online Opportunities/Observation Program Development & Delivery  0.16 FTE
	Deliver regional clinics and online coach development opportunities	Continue	Continue	Continue	
		Regional and online clinics in player assessment	Regional and online training in gap analysis, and gap remediation	Regional and online training in player assessment, gap analysis, and gap remediation.	

Objective	Year 1	Year 2	Year 3	Year 4	Resources
4.1 Move more Team BC programming to the regions	Launch regional Team BC Super camps	Review/Revise	Continue	Continue	Launch Super Region Camp & Recruit Coaches
	Recruit regional coaches	Transition regional coaches to HP Coach Pathway	Recruit regional coaches to HP Coach Pathway	Continue	

Objective	Year 1	Year 2	Year 3	Year 4	Resources
5.1 Increase training hours for Team BC players	Launch revised Team BC 16U and 18U format	Revise camp schedule to maximize training hours	Revise camp schedule to maximize training hours	Revise camp schedule to maximize training hours.	No Budget Impact - athlete fees reflect hours change.
5.2 Better support player development	Launch S&C support for pre-selected athletes and Team BC members	Review/Revise	Continue	Continue	Athlete Development Support Systems Development and Delivery - 0.06 FTE (years 1-4)
	Develop a directory of skill consultants	Maintain	Maintain	Review/Revise	Mental Performance Training - Team BC - \$100/hr x 6 hr/team = \$2.4k (years 1-4)



	Deliver mental performance training to Team BC	Continue	Continue	Continue	
		Mental Performance Webinars for coaches	Mental Performance Webinars for clubs	Mental Performance Webinars for clubs	
	Develop and launch mental health resources	Explore other resources for Team BC	Continue	Continue	
	Develop network of VBC therapists	Publish directory to Team BC athletes	Curate directory	Curate directory	