



# STRATEGIC PLAN 2025-2028

Powering lifelong  
passion for volleyball



VOLLEYBALLBC



## Foreword

Volleyball in British Columbia is thriving. After years of steady growth, accelerated by the post-pandemic rebound, we are seeing record levels of participation, particularly in youth and club volleyball. That growth brings real challenges. Access to facilities is strained. We face shortages of coaches, referees, and volunteers. Our systems and structures are under pressure. But these are the right challenges to have. They reflect rising interest, increasing demand, and a community that wants to play, compete, and connect through volleyball.

We welcome that momentum. Growth is something we embrace. It signals that volleyball matters to more people than ever before. As an organization, our focus over the next four years will be to channel that energy in the right direction. We are committed to expanding opportunities, strengthening capacity, and improving the quality of experience across every level of the game.

This new Strategic Plan builds on the foundation we laid in our last plan, which emphasized safety and inclusion as key priorities. We are proud of the work that has been done in those areas and remain committed to fostering a sport culture that is welcoming, respectful, and safe for everyone.

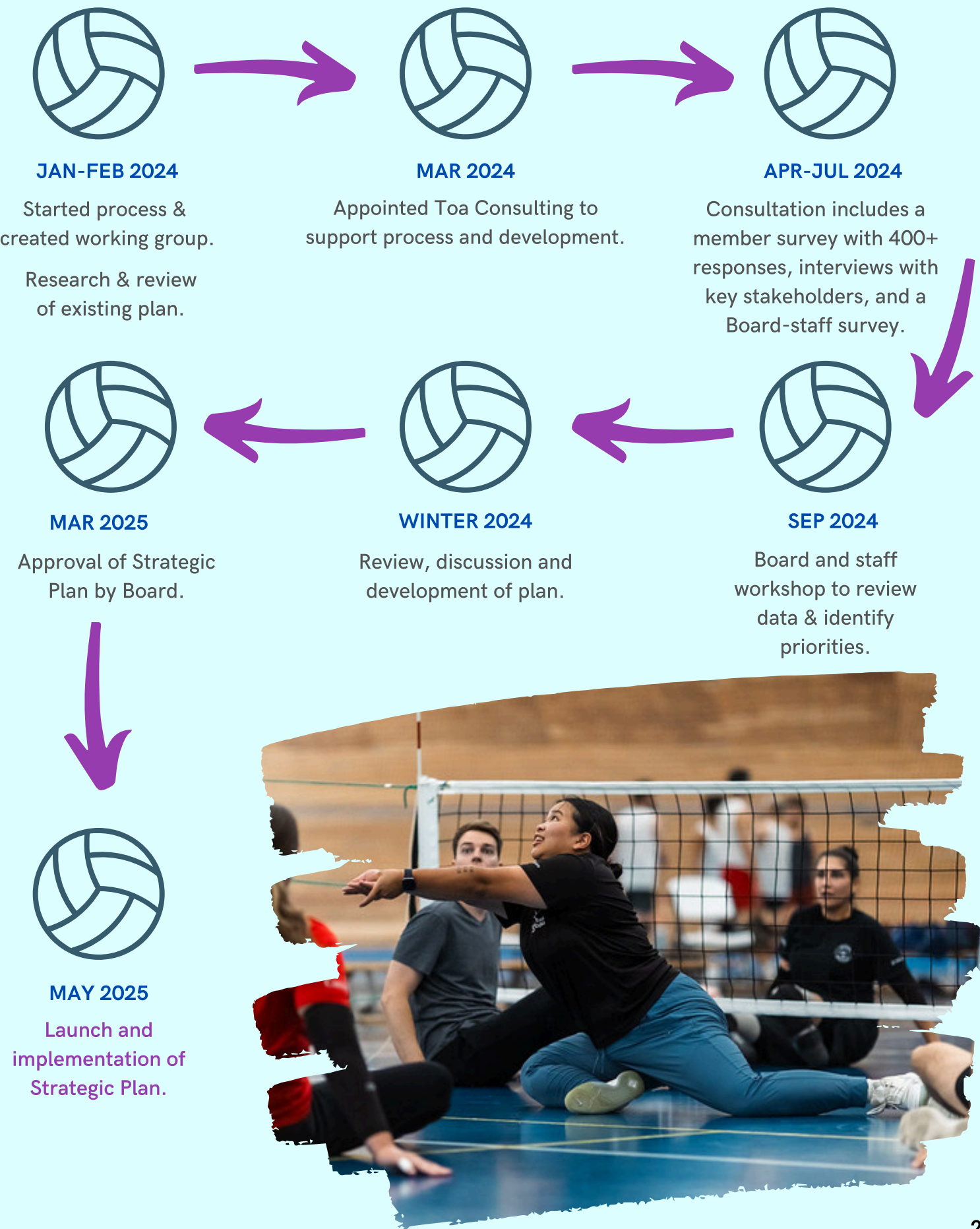
This plan is the product of extensive consultation with our members and stakeholders. It reflects their input, priorities, and aspirations. It sets out our vision, our values, and our next steps. It also affirms our commitment to equity, inclusion, and responsible growth.

We are proud to share this Strategic Plan with you. It will guide our work and decisions in the years ahead. Most importantly, it is a promise to stay focused on what matters most: supporting the people and communities who power lifelong passion for volleyball.

Jake Cabott  
President, Volleyball BC  
May 2025

*While volleyball is played in many places in BC, we gratefully acknowledge that Volleyball BC offices are located in the traditional, ancestral, and unceded lands of the Coast Salish, Tsleil-Waututh, Sto:lo, and Squamish Nations.*

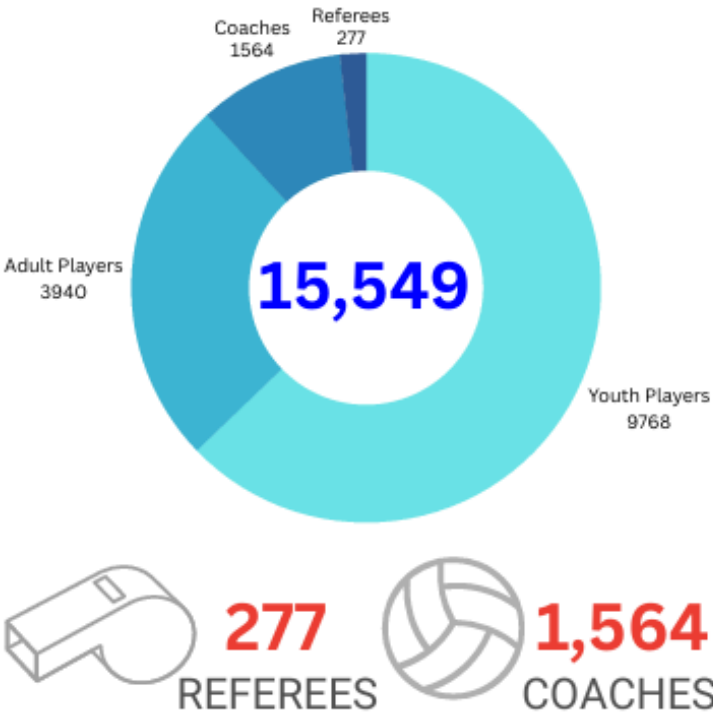
# Our Strategic Planning Process





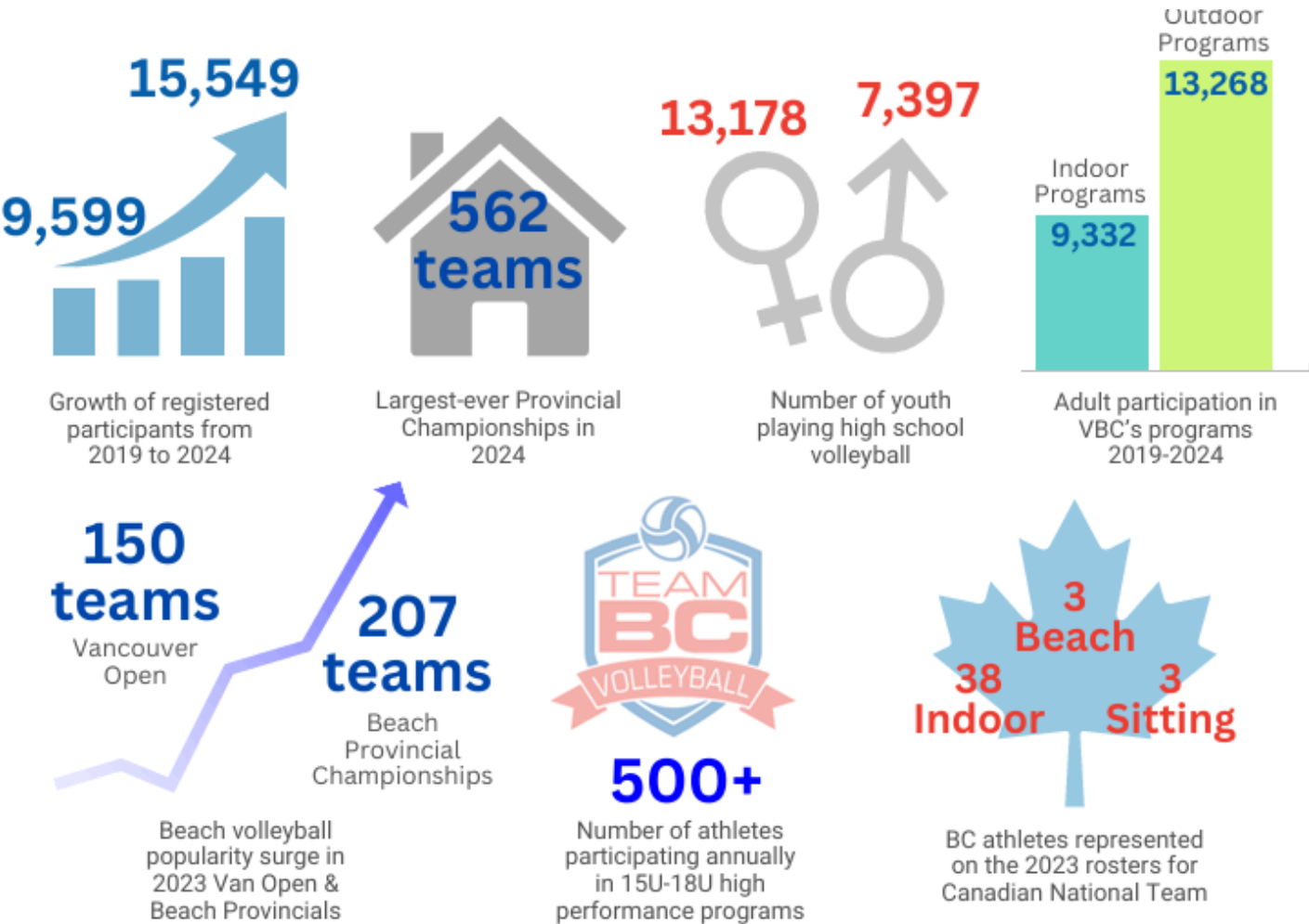
# What does volleyball look like in BC?

## 2023-2024 PARTICIPATION LEVELS



## REGIONAL PARTICIPATION IN CLUB VOLLEYBALL

REGION	PLAYERS	COACHES	CLUBS
KOOTENAYS	96	16	2
OKANAGAN	1,400	281	15
FRASER VALLEY	1,961	453	18
LOWER MAINLAND	2,180	580	20
VANCOUVER ISLAND	859	156	9
NORTH	365	78	8
	<b>6,861</b>	<b>1,564</b>	<b>72</b>





## What did we learn?

From April to July 2024, we surveyed, interviewed, and researched our membership to find out what you thought was important for the pathway ahead. These are some of the key themes we heard....

**Rapid period of growth in demand for volleyball** - Since COVID-19, volleyball has experienced a surge in popularity with increased demand for participation, particularly in club volleyball. This is exciting to witness but creates challenges for the infrastructure needed to meet this demand.

**Limited facility access** - Volleyball depends on availability of courts, both indoor and outdoor. Access to gyms has become increasingly challenging and unreliable which, in turn, limits our ability to meet demand.

**Rising costs** - Like other sports, the cost of participation in volleyball programs is increasing which means that certain groups or demographics may not be able to participate.

**Shortage of people** - Volleyball relies on coaches, referees, club administrators and volunteers to organise the sport. Coaches and referee numbers are not increasing at the same rate as the demand for participation. It is increasingly difficult to find volunteers and individuals willing to step up at community level.

**VBC's organizational capacity** - Volleyball BC's staffing, resources, and systems are maxed at capacity for delivery which impacts member servicing and communication. We need to explore new ways of working, resources, and scale up operations to better service our community.

**Safety and inclusion are key priorities** - Although volleyball is generally perceived as a “safe” sport, incidents of poor behaviour still occur. We continually need to reinforce, education and promote positive culture that supports the well-being and inclusion of participants.

**Regional distribution** - Opportunities to participate in volleyball is concentrated in more populous areas but may be limited in more rural or remote regions of the province. Support is needed to encourage opportunities in new communities, particularly where there are no local clubs.

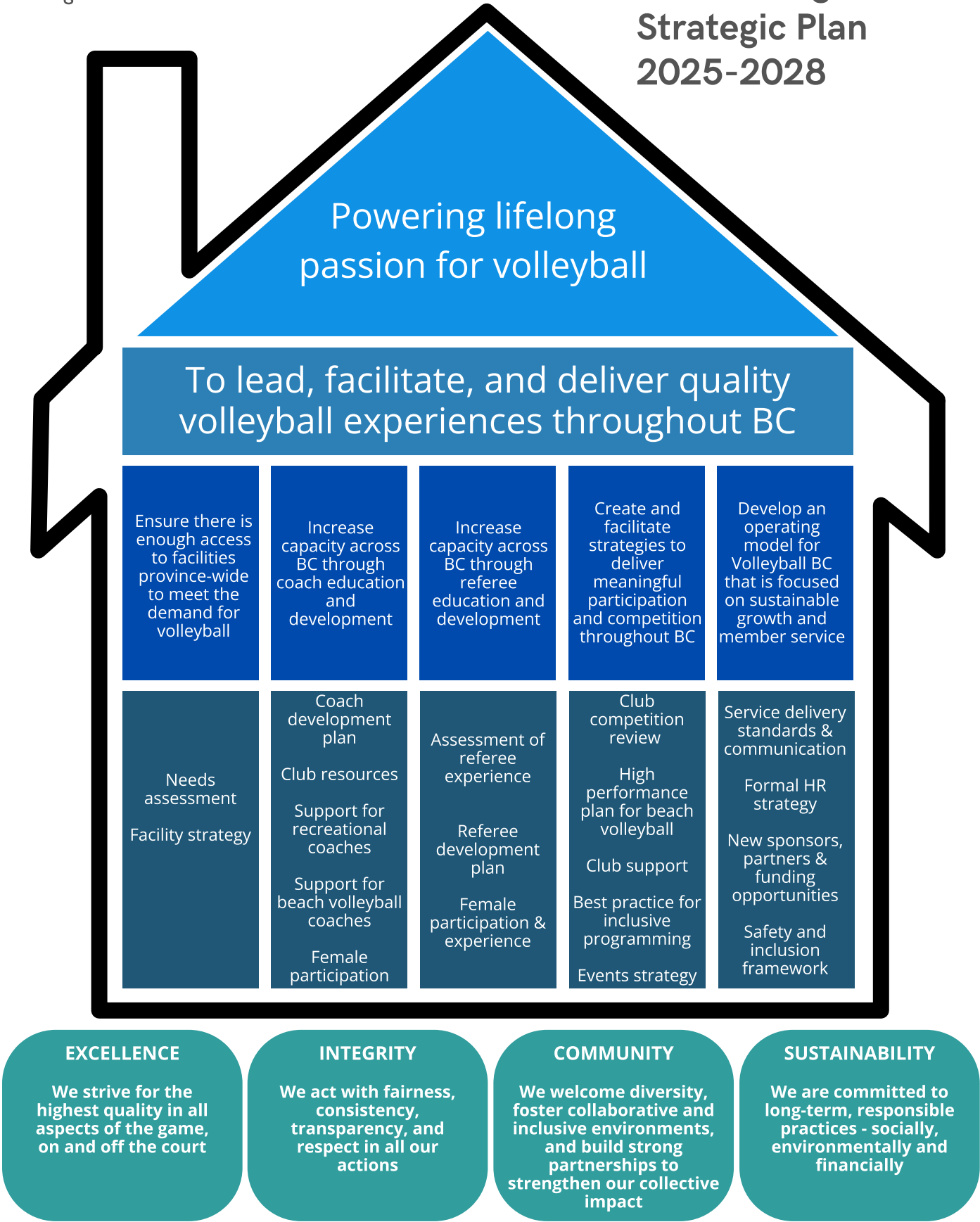
## What words do you associate with Volleyball BC?



Informed by consultation, research, and review, we are proud to introduce our new Strategic Plan. This page outlines the strategic framework of our vision, mission, values, and goals. The next pages include more information about the key initiatives that we will be embarking on.

# Introducing our Strategic Plan 2025-2028

Vision  
Mission  
Goals  
Activities  
Values



## GOAL 1

Ensure that there is enough access to facilities province-wide to meet the demand for indoor and outdoor volleyball



### How do we achieve this?

1. Conduct a needs assessment to determine infrastructure needs across BC.
2. Develop a facility strategy to support growth of volleyball province-wide based on the results of the needs assessment.



### What will be the outcomes?

Increased access to facilities.

Increased number of courts used or accessed.

New or improved partnerships with facility operators.

= We (collectively as a sport) can access enough facilities to meet the needs of the sport.





## GOAL 2

Increase capacity across BC  
through coach education  
and development



### How do we achieve this?

1. Develop and implement a coach development plan to support recruitment and retention of coaches.
2. Provide resources for clubs to recruit, develop, improve experience, and retain coaches.
3. Establish Volleyball BC's role, standards, support, and best practices for coaches engaged in recreational and grassroots programming.
4. Establish Volleyball BC's role, standards, support, and best practices for coaches engaged in outdoor volleyball.
5. Improve female experience and increase female participation overall in coaching.



### What will be the outcomes?

Enough coaches to meet the demands for  
volleyball activities in BC.

Quality (trained and supported) coaches available  
for every level of participation.

Increased female participation in coaching,  
particularly at higher levels.



## GOAL 3

Increase capacity across BC  
through coach education and  
development



### How do we achieve this?

1. Conduct an assessment of the referee experience in BC, looking at governance, development, and operations.
2. Develop a referee development plan to support referee recruitment, development, and retention across BC.
3. Improve female experience and increase overall female participation in refereeing.

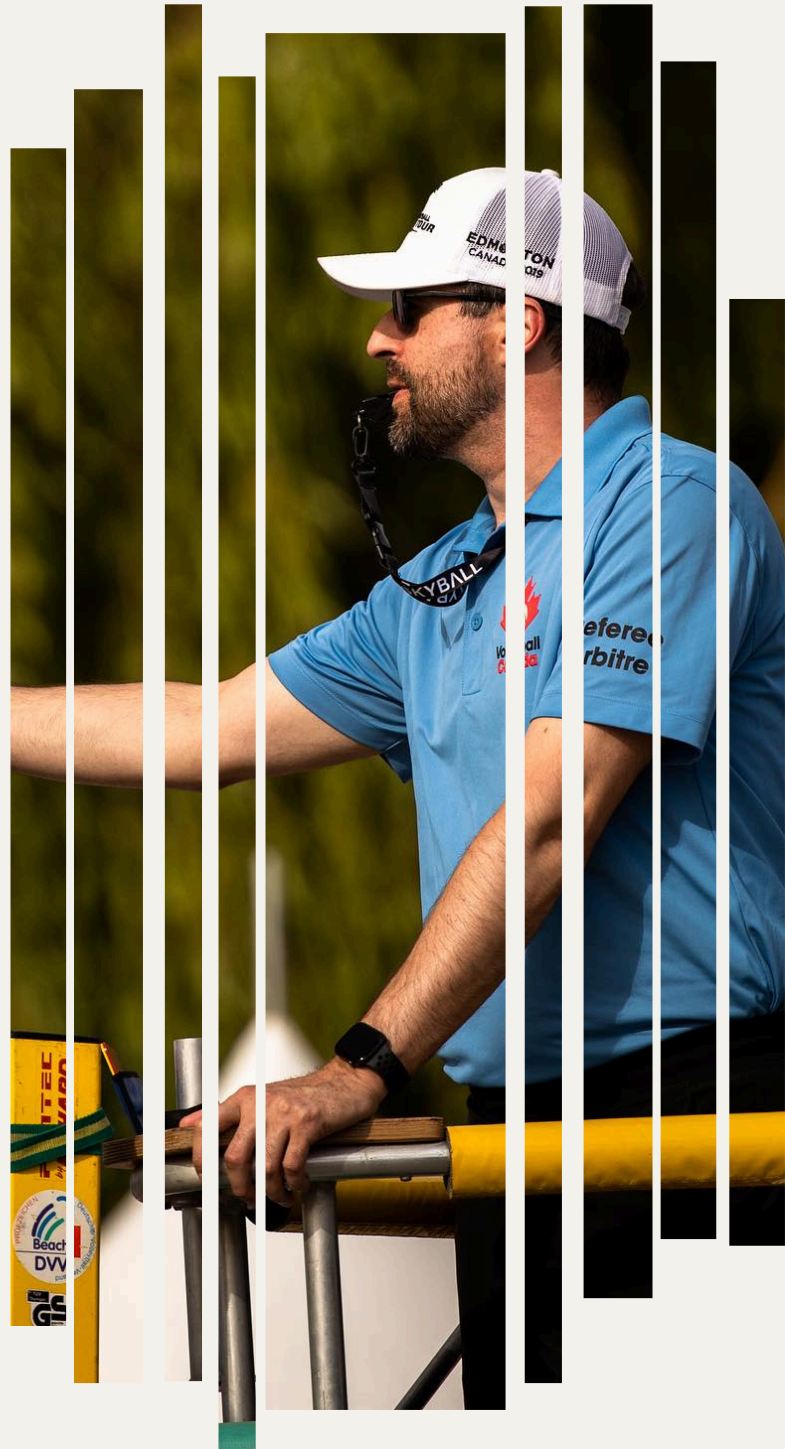


### What will be the outcomes?

Enough qualified referees to meet the demands for volleyball activities in every region of BC.

Improved referee retention at Level 1 to encourage increased participation through higher levels of refereeing.

Increased female participation in refereeing, particularly at higher levels.



## GOAL 4

Create and facilitate strategies to deliver meaningful participation and competition throughout BC



### How do we achieve this?

1. Conduct a Competition Review for club volleyball to identify needs and strategies to improve VBC competition(s) and to support future growth.
2. Develop and implement a High-Performance Plan and supporting programs for beach volleyball.
3. Deliver a strategy of support for new and existing volleyball clubs/organizations so to build capacity and increase participation.
4. Develop partnerships and provide best practice to support inclusive programming for equity-deserving groups.
5. Develop an events strategy with defined service standards and success measures to improve the quality and sustainability of VBC events.



### What will be the outcomes?

Increased system capacity to sustain the growth and development of volleyball across BC.

Development and facilitation of quality volleyball experiences.

Sustainable growth model for club volleyball to meet current and future demand.





## GOAL 5

Develop an operating model for Volleyball BC that is focused on sustainable growth and member service.



### How do we achieve this?

1. Assess internal operations with a member-service lens to set service delivery standards and improve communication.
2. Develop a formal HR strategy to recruit, retain, and recognize talent.
3. Seek new sponsors, partners, and funding opportunities.
4. Create and deliver a framework to embed safety and inclusion throughout VBC governance and operations.



### What will be the outcomes?

Staff, systems and processes in place to scale delivery to address the changing needs and demands for our sport.

Satisfied members.

Retained workforce who enjoy working at Volleyball BC.

Systems and processes in place that support safety and inclusion.



# Looking forward

This Strategic Plan sets our vision, mission, values, goals and key initiatives from 2025-2028. It will be used to guide our direction, planning, and resources. It will be a touchstone for us to return to when we have to make decisions and to remind us that our members are at the centre of everything we do.

From here on, we are accountable for doing what we say we will.

- We will develop milestones and key indicators that will monitor and measure our success.
- We will review and update our activities.
- The Board will receive regular progress reports from staff to ensure that we are on track.
- We will share our progress with our members and the wider volleyball community.



## Acknowledgements

First and foremost, thank you to all our members who completed our survey and provided us with thoughts, insights and opinions to factor into our planning and services.

Thank you to our Strategic Planning Working Group – Norm Hanson and Nicole Clendinning – for providing guidance and oversight of the consultation process. Our gratitude to Toa Consulting who facilitated and led us through this process.

Thank you to the VBC Board and staff for being open and welcoming of the consultation process and for embracing the opportunity to look forward boldly to the future.



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