

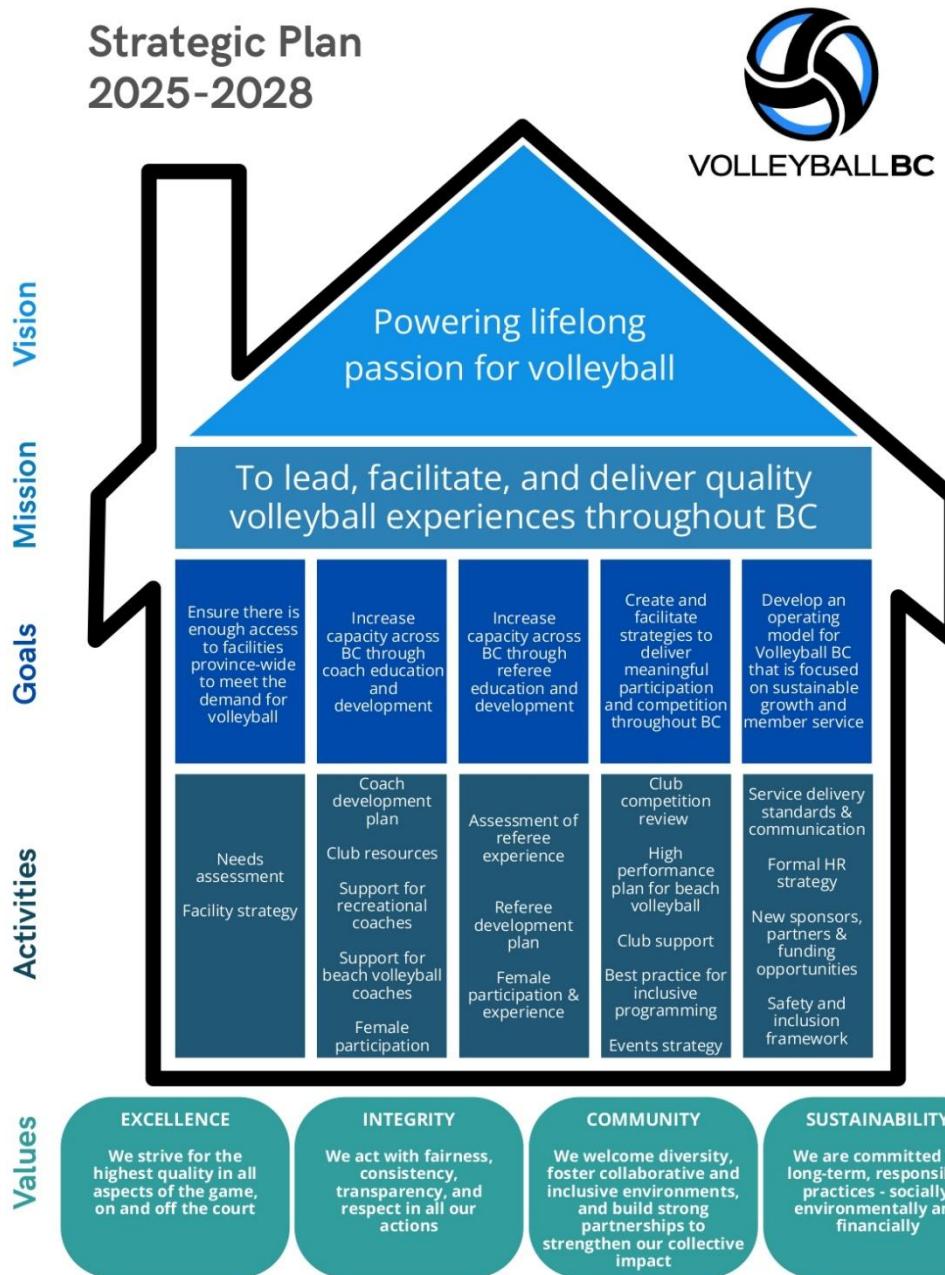


VOLLEYBALL BC

STRATEGIC PLAN

2025 REVIEW & LOOK FORWARD TO 2026

Strategic Plan 2025-2028



In Spring 2025, we launched our new Strategic Plan 2025-2028. With the vision of “powering lifelong passion for volleyball”, our strategic plan outlines ambitious goals around facilities development, coach and referee development, meaningful competition and participation, and sustainable growth. 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 this first year and outlines our priorities for moving forward in 2026.

We are proud to share this with you!

December 2025

GOAL 1. ENSURE THAT THERE IS ENOUGH ACCESS TO FACILITIES PROVINCE-WIDE TO MEET THE DEMAND FOR INDOOR AND OUTDOOR VOLLEYBALL.

2025 ACTIVITIES

1. Conduct a needs assessment to determine infrastructure needs across BC.

- ✓ Conducted internal information-gathering on Volleyball BC's access to facilities across the province. This work will provide a starting point for a more robust review and assessment to be conducted by an appointed consultant in 2026.
- ✓ Launched the [Provincial Facilities Development Fund](#) in spring 2025, offering grants to support increased access to volleyball at new and existing facilities.
- ✓ Completed business modelling and our submission for the City of Burnaby's Request for Proposal for the continued operation of the Harry Jerome Sport Centre. The decision is still pending.
- ✓ CEO is a member of viaSport BC's Recreation –Sport working group, looking at best practices for allocation of space at facilities.

PRIORITIES FOR 2026

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

2025 HIGHLIGHTS



GOAL 2. INCREASE CAPACITY ACROSS BC THROUGH COACH EDUCATION AND DEVELOPMENT

2025 ACTIVITIES

- 1. Develop and implement a coach development plan to support recruitment and retention of coaches for indoor volleyball programming (recreational, club, and high performance).**
- 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. Improve female experience and increase female participation overall in coaching.**

PRIORITIES FOR 2026

- Implement Year 1 of the coach development plan to support recruitment and retention of coaches for indoor volleyball programming.
- Provide resources for clubs to recruit, develop, improve experience, and retain coaches.
- Establish Volleyball BC's role, standards, support, and best practices for coaches engaged in recreational and grassroots programming.
- Establish Volleyball BC's role, standards, support, and best practices for coaches engaged in outdoor volleyball.
- Improve female experience and increase female participation overall in coaching.

2026 HIGHLIGHTS

- ✓ Coaching Development Plan is in process of being finalised and on track to be launched by January 2026. Focus is indoor club coaches with a view to adding beach volleyball, high performance and recreational coaches in future years.
- ✓ Delivery of coaching support including 19 coach education courses for 240 participants, 15 professional development opportunities for a total of 412 participants, and 12 monthly newsletters accessed over 18,000 times.
- ✓ Launched a new dedicated Instagram channel for coaches.
- ✓ Delivered female mentorship program to support female coaches through online webinars and peer groups.
- ✓ Created "Welcome Package" for coaches new to club volleyball which will be launched pre-2026 season and will include a webinar, resources, and links to partners.
- ✓ Initiated a review of our youth recreational program delivery to establish standards and coaching requirements. These will be formalized in 2026 to create resources for recreational coaches.
- ✓ Worked with UBC Sauder Graduate students to engage in data collection and analysis of female coach and referee experiences. Recommendations will be made by the end of 2025 for implementation from 2026.



GOAL 3. INCREASE CAPACITY ACROSS BC THROUGH REFEREE EDUCATION AND DEVELOPMENT

2025 ACTIVITIES

- 1. Conduct an assessment of the referee experience in BC, looking at governance, development, and operations.**
- 2. Improve female experience and increase female participation overall in coaching.**

PRIORITIES FOR 2026

- Complete the assessment of the referee experience in BC, looking at governance, development, and operations.
- Develop a referee development plan to support referee recruitment, development, and retention across BC.
- Improve female experience and increase female participation overall in coaching.

2026 HIGHLIGHTS

- ✓ Survey of referees undertaken through 2025 Annual Member Survey with analysis and review of results in the fall.
- ✓ Initiated Working Group to oversee the assessment of referee experience. Terms of Reference and recruitment of individuals (comprised of 5 referees & 2 Volleyball BC staff) to be complete by December 2025.
- ✓ Compilation of data from the Annual Member Survey and Club Competition Review is underway and a position paper with identified priorities will be developed by Q1 2026. This will provide the basis for appointment of consultant to develop a referee development plan.
- ✓ Worked with UBC Sauder Graduate students to engage in data collection and analysis of female coach and referee experiences. Recommendations will be made by the end of 2025 for implementation in 2026 and beyond.



GOAL 4. CREATE AND FACILITATE STRATEGIES TO DELIVER MEANINGFUL PARTICIPATION AND COMPETITION

2025 ACTIVITIES

1. **Conduct a Competition Review for club volleyball to identify needs and strategies to improve VBC competition(s) and to support future growth in the system.**
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 clearly defined service standards and success measures to improve the quality and sustainability of VBC events.**

2026 HIGHLIGHTS

- ✓ After extensive community consultation, the Club Competition Review process was completed with a final report and recommendations presented in summer 2025. Implementation plan was developed for first phase of delivery in the 2026 season. The changes will help to build capacity into the competition system over the next 3 years.
- ✓ Overseen by the High Performance Advisory Committee for Beach Volleyball, the [High Performance Plan for Beach Volleyball](#) was developed and approved in fall 2025. The Plan includes actions to support the development of grassroots and performance beach volleyball and will be implemented over the next 3 years.
- ✓ Development of a Memorandum of Understanding between Volleyball BC and member clubs to outline roles and responsibilities. Creation of a club governance toolkit with resources to support our indoor clubs. This will be rolled out from 2026 onward.
- ✓ Creation of a Strategic Filter to guide decision-making for initiatives and partnerships.
- ✓ Delivery of sitting volleyball competition at the 2025 Invictus Games. Benefits included training coaches and referees, legacy equipment, and [training resources](#) to support community programming.
- ✓ Identification of core standards for delivery of Volleyball BC events.
- ✓ Review and evaluation of the Vancouver Open to determine success factors and future sustainability.

PRIORITIES FOR 2026

- Implement Year 1 recommendations for club competition restructure to improve VBC competition(s) and to support future growth in the system.
- Implement Year 1 of the High-Performance Plan for beach volleyball
- Deliver a strategy of support for new and existing volleyball clubs /organizations so to build capacity and increase participation
- Develop partnerships and provide best practice to support inclusive programming for equity-deserving groups
- Clearly define and deliver service standards and success measures to improve the quality and sustainability of VBC events



GOAL 5. DEVELOP AN OPERATING MODEL FOR VOLLEYBALL BC FOCUSED ON SUSTAINABLE GROWTH AND MEMBER SERVICE.

2025 ACTIVITIES

1. **Implement recommended adjustments to internal operations to set service delivery standards and to improve communication and member experience.**
2. **Develop a formal HR strategy to recruit, retain, and recognize talent.**
3. **Seek new sponsors, partners, and funding opportunities.**
4. **Deliver a framework to embed safety and inclusion throughout VBC governance and operations**

2026 HIGHLIGHTS

- ✓ The 5th Annual Member Survey was implemented with responses from over 500 athletes, families, club directors, coaches and referees. Results were compiled and reviewed by staff as part of our annual planning for 2026. By the end of 2025, an action plan will be complete with recommendations for improvement in our member experience.
- ✓ Development and approval of a new [Framework for Safety and Inclusion](#) in spring 2025. The Framework represents an integration of safety and inclusion throughout our governance, operations, and programming. Progress will be shared annually with our members.
- ✓ Focus on occupational health and safety, including draft internal policy and new Committee established.
- ✓ Audit of sponsor, partner and funding opportunities to allow the creation of a fund development plan for 2026 and beyond.

PRIORITIES FOR 2026

- Implement recommended adjustments to internal operations to set service delivery standards and to improve communication and member experience.
- Develop a formal HR strategy and activities to recruit, retain, and recognize talent.
- Seek new sponsors, partners, and funding opportunities.
- Deliver a framework to embed safety and inclusion throughout VBC governance and operations.



We are proud of what we achieved in 2025 but we still have plenty to do. We look forward to powering lifelong passion for volleyball in 2026!