



Strategic Plan
2022-2027

Making sport better

viaSPORT British
Columbia

Sport Transforms Lives

Letter from our CEO and Board Chair

When people participate in sport, inspiring stories always follow. By working together across the amateur sport ecosystem under the framework of this new 2022-2027 Strategic Plan, we will create new stories that demonstrate the power of inclusive and inspiring sport experiences that contribute to thriving B.C. communities. That is the essence of our plan and the work we must do together.

At the time of finalizing this plan in January 2022, COVID-19 has had a significant operational and financial impact on amateur sport in B.C. Since March 2020, our sector has witnessed profound contraction with cancelled events, training, and programming. Uncertainty forced some sport organizations to close or temporarily suspend sport operations. While relief programs from provincial and federal agencies offered a much-appreciated life-line, the next five years will be a critical period for amateur sport to regain and rebuild the momentum that was lost to the pandemic.

During the pandemic, we saw changes within the sport ecosystem emerge influenced by new social norms, behaviours, and opportunities. Decisions to participate in sport are now considered differently with a new lens on safety, fairness, fees, fun, and appropriate and meaningful skill development. Access to sport for those most impacted by the pandemic including girls and women as well as other underserved and underrepresented communities, requires renewed focus and long-term sector-wide commitment. New sports and sport agencies have entered the arena creating both opportunity for sport growth and also challenges in sport delivery with inconsistent priorities and policies.

Taking a collaborative approach continues to be a priority for viaSport. We have, and will continue to invest considerable time and resources to engage with and understand the needs of all participants and players in the amateur sport ecosystem so that all voices are heard. Suffice to say that the challenges ahead are considerable, but the opportunities for success are even greater.

Amateur sport in BC is made up of hundreds of organizations and tens of thousands of staff, coaches, volunteers, and participants all coming together for the love of sport. And at viaSport, we aspire for sport to be more inclusive, safe, and meaningful. Over the next five years, we will work to support the ecosystem with strategic leadership and help meet the urgent needs of the sector, like increased access to funding, advance policy development, and offer other capacity-building resources. We will strive to be a reliable information hub for the sector and a central agency for everything amateur sport in BC. We will be successful when we convene and collaborate with our sector peers and partners to achieve our common goals and aspirations.

Above all we will leverage the power of sport to advance equity! British Columbians value sport because it can act as an agent of social change. It influences who we are as individuals and as communities. It also contributes to a diversified economy that provides good jobs. British Columbian's love of sport also provides opportunities for reconciliation with Indigenous communities, advancement in diversity and inclusion, improvements in sport safety, and achievement of a just recovery from the COVID-19 pandemic.

Guided by this strategic plan, and by working together across the sport ecosystem, we will see more B.C. families on the field of play, more fans in the stands, more athletes on the podium, and more sport events in the province.

Let's all work together...for the love of sport.

Sincerely,



Charlene Krepiakovich,
Chief Executive Officer



Rick Ramsbottom,
Board Chair

Honoured to serve from the traditional and unceded territory of the Squamish, Musqueam, and Tsleil-Waututh Nations, Vancouver, BC, Canada.



Benefit of Sport

The benefits of sport are undeniable—it supports happier and healthier people, better connected communities. It can act as an agent of social change. It also contributes to a diversified economy. In BC, as articulated in BC Pathways to Sport Strategic Framework 2020-2025 (Pathways), participation in sport, whether it is community-based or high-performance competition, can build a stronger province. Further, viaSport aligns with the global sporting movement to contribute actively to global sustainability by ‘building a better world through sport’.

While the 2022–2027 viaSport plan aligns with Pathways to foster sport participation, athlete development, and sport event hosting, individuals and communities benefit from sport through:



Improved physical and mental health and well-being



Enhanced skills, learning, and educational outcomes



Social connections and safer, more diverse and inclusive communities



Economic growth

Our Winning Aspiration

Created as a legacy of the Vancouver 2010 Olympic and Paralympic Games, viaSport BC has acted as the Province's lead agency to steward the growth and development of amateur sport in BC. Over this time, viaSport has evolved to adjust to the needs and issues of the sector and priorities of government. Our aspiration aligns with the vision set out in the BC Pathways to Sport:

Make sport more accessible, inclusive, and safe for all British Columbians while supporting quality economic growth and social development in communities across the province.

To achieve this aspiration, address the challenges, and seize the opportunities, we need bold strategies. And we cannot implement these bold strategies without collaboration, partnership, and engagement with all players across the sport ecosystem.

This strategic plan anchors our work with a renewed vision, mission, purpose, and value statements. Together, these statements provide strategic direction, informing our current and future operational strategies. Let's all work together...for the love of sport.



viaSport works with 70+ provincial sport organizations to develop safe, inclusive, and meaningful sport experiences, to recruit and train coaches, to implement athlete development programs, and to support community clubs. viaSport works closely with federal, provincial, and municipal governments, and with Indigenous leaders and communities throughout the province. We also partner at the community, provincial and national level with sport sector peers including the Canadian Olympic Committee, Canadian Women and Sport, Canadian Centre for Child Protection, I-SPARC and many more.

Our Vision

British Columbians are truly healthy and connected because they value and participate in sport experiences that are safe, inclusive and welcoming.

Our Purpose

To lead the development and growth of amateur sport in B.C.—bringing more families to the field of play, more fans into the stands, more athletes to the podium, more sporting events to the province, and more supporters of the system.

Our Mission

We provide strategic leadership to the amateur sport system.

- ▶ We convene & collaborate with partners to build public trust and confidence in the promise of sport.
- ▶ We connect sport organizations to funding, resources, and other capacity-building initiatives.
- ▶ We develop policy and shared measurement practices.
- ▶ We gather data and provide information to advance shared goals.
- ▶ We advance economic growth and social development through equitable access to sport.

Our Values

At viaSport, three values underpin our strategic plan and guide our daily actions. These are the beliefs and principles we commit to in carrying out our mission:



COLLABORATION

We take the time to build meaningful and lasting connections with our team and all players across amateur sport, understanding that by working together, we will accomplish more.



INCLUSION

We succeed as a team, organization, sport sector, and province when everyone is welcome, feels a sense of belonging, and is given the opportunity to meaningfully contribute and develop.



ACCOUNTABILITY

We approach our strategic leadership and coordinating role with sincerity and passion, carrying out our daily actions consistently and responsibly for the love of sport.



A Resilient, Bold Future

Strategic planning provides a forward-focused vision. It is used to prioritize efforts, effectively allocate resources, align organizational goals, and ensure those goals are backed by data and sound reasoning. For non-profit organizations like viaSport BC, strategic planning required consultation and engagement across our sport ecosystem. Individuals, staff, Board members, along with national, provincial and regional sport organizations, along with our funder and partner in the Ministry of Tourism, Arts, Culture & Sport, all helped shape this strategic plan. It was crafted to align with the BC Pathways to Sport Strategic Framework 2020-2025¹ by committing to:

- Support information-driven policy and leadership for system excellence
- Boost Sport Participation
- Strengthen Athlete Development
- Accelerate Sport Event Hosting
- Advance reconciliation with Indigenous peoples and communities
- Foster greater diversity, inclusion and equity in sport

1. https://www2.gov.bc.ca/assets/gov/sports-recreation-arts-and-culture/sports/bc_sport_framework.pdf

viaSport 2022-2027 Strategic Plan: Pillar 1



Strengthen the Sport Ecosystem

Objective

What is the outcome by 2027?

B.C.'s sport ecosystem is efficient, strong, and sustainable.

Strategies

What activities will we prioritize over the next five years?

Support the implementation of the BC Pathways to Sport through a collaboration with the Ministry and sector leaders.

Enhance data collection, analysis, and sector evaluation.

Strengthen sector governance through enhanced board education and engagement.

Advance sector efficiency through research and innovative pilot projects.

Work with government, private sector, and philanthropic partners to garner increased investment.

Enable greater collaboration for BC Sport Hosting.

Strengthen climate awareness and action.

Bolster grant effectiveness and impact.

Key Results

How will we measure our success along the way?

Increase financial contributions from, and to, 'partners' by a minimum 15% by 2027.

Implement updated sector evaluation program, aligned to BC Pathways to Sport, by 2023.

Update sector data collection system by 2027.

Advance amateur sport climate action annually to align with Clean BC and the UN Sport for Climate Action Framework principles and objectives.*

Strengthen viaSport grants by implementing improvements by 2026.*

*Added in 2023.

viaSport 2022-2027 Strategic Plan: Pillar 2



Elevate Sector Capacity

Objective

What is the outcome by 2027?

Sport leaders, coaches, officials, and volunteers in B.C. are well equipped to deliver safe, inclusive, and welcoming sport experiences.

Strategies

What activities will we prioritize over the next five years?

Prepare and share research, information, and policies through promising practices, education and training opportunities to:

- Support the implementation of the B.C. Safe Sport framework
- Advance diversity, inclusion, equity, reconciliation and anti-racism
- Strengthen coach and volunteer capacity with quality sport resources
- Advance high-performance athlete inclusion
- Support the implementation of a Regional Alliance-led Physical Literacy initiative

Key Results

How will we measure our success along the way?

Achieve full compliance of B.C. safe sport requirements by funded organizations annually.

Achieve 100% participation in cultural training for funded partners (TRC Call to Action #90) by 2026.

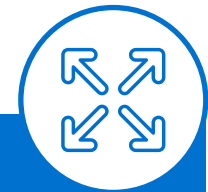
Establish, collect and report diversity metrics by 2026.

Increase number of sector board members and sport leaders who identify as female from 43% to 50% by 2027.

15% of sport organizations have utilized quality sport resources by 2027.

Develop Physical Literacy metrics and report annually.

viaSport 2022-2027 Strategic Plan: Pillar 3



Expand Sector Reach

Objective

What is the outcome by 2027?

More British Columbians participate in, and benefit from B.C. amateur sport.

Strategies

What activities will we prioritize over the next five years?

- Foster growth through the development and promotion of a unified B.C. amateur sport voice.
- Increase Indigenous sport participation storytelling through collaborations with I-SPARC and other partners.
- Increase and target grants to foster stronger and more inclusive pathways to sport for under-represented groups.
- Develop a sector wide plan to attract, retain, and recognize volunteers.
- Increase number of social sector and other partnerships.
- Promote the benefits of physical activity and its linkage to sport through increased storytelling*

Key Results

How will we measure our success along the way?

- Increase storytelling of Indigenous participants by 20% (Advance TRC Call to Action #87) annually.
- Create a province-wide online volunteer resource hub and report metrics.
- Secure five new provincial partnerships by 2027.
- Bolster public understanding, awareness, and opportunities for physical movement and literacy.

*Added in 2023.

viaSport 2022-2027 Strategic Plan: Pillar 4



Enhance viaSport Operational Performance

Objective

What is the outcome by 2027?

viaSport is able to meet its growth and strategic objectives

Strategies

What activities will we prioritize over the next five years?

- Clarify and strengthen viaSport brand.
- Identify core team competencies and foster continuous learning and development.
- Enable and leverage technology to drive operational excellence and efficiencies.
- Strengthen viaSport board governance.

Key Results

How will we measure our success along the way?

- Increase viaSport brand reputation annually by 10%.
- Implement performance management system and track results annually.
- Implement new grant and contact management technologies by 2024.
- Strengthen viaSport board governance through third party review by 2027.*

*Added in 2023.

Join Us for the Love of Sport

To help drive this ambitious strategic plan forward, we need everyone who believes in the power of sport to roll up their sleeves and join us in creating lasting impact through sport.

Visit viasport.ca for the latest information on everything about B.C. amateur sport.


Acknowledgments


This plan was developed throughout 2020 in collaboration and through direct engagement with our viaSport Board and staff, the B.C. Government, our sector peers and partners, the MSO Leadership Council and the viaSport Regional Alliance. In addition, we conducted a public opinion and sector survey. We would like to thank everyone for their generous and thoughtful contributions and feedback.

About viaSport

viaSport is a not-for-profit organization created in 2011 as a legacy of the Vancouver 2010 Winter Olympic and Paralympic Games. With the support of the provincial government, viaSport, leads the governance, promotion, and development of amateur sport in British Columbia.

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