

---

# **British Columbia Soccer Referees Association**

## **Business Plan**

**Intended Lifecycle – 3 Years**

---

**December 2013**

**Prepared by:**

President: Nick Hawley

Vice-President: Bill McNaughton

Secretary: Laurie Miller

Treasurer/Registrar: Robin Woods

Directors: Larry Cade, Hans Clodius, Elvio Chies, Chris Wattam



**British Columbia  
Soccer Referees Association**

**VISION**

*To provide service to all referees in the Province*

**MISSION**

The mission of the association is to:

- Organize, support and coordinate regional referee societies to enable networking of referees at all levels
- Assist referees in all aspects of refereeing and development as referees
- Help promote consistency in officiating
- Advocate for referees at the provincial level

*Respect for Referees*



# British Columbia Soccer Referees Association

## Contents

<b><u>1.0</u></b>	<b><u>BACKGROUND AND STRATEGIC CONTEXT –</u></b>	<b><u>1</u></b>
1.1	REFEREEING STRUCTURE IN BRITISH COLUMBIA	1
1.2	REPORTING OUT ON THE 2009 BUSINESS PLAN	1
1.3	MEMBERSHIP DIRECTION TO THE ORGANISATION:	2
1.3.1	REFEREE MENTORING OPPORTUNITIES:.....	2
1.3.2	HEAD REFEREE FUNCTION PROPOSAL:.....	2
<b><u>2.0</u></b>	<b><u>RESOURCES</u></b>	<b><u>3</u></b>
<b><u>3.0</u></b>	<b><u>STAKEHOLDERS</u></b>	<b><u>3</u></b>
<b><u>4.0</u></b>	<b><u>TARGETS AND MILESTONES</u></b>	<b><u>4</u></b>
<b><u>5.0</u></b>	<b><u>IMPLEMENTING THE PLAN</u></b>	<b><u>4</u></b>
5.1	STRATEGY	4
5.2	EXISTING INITIATIVES:	4
5.2.1	BCSRA AND AREA ASSOCIATION WEBSITES .....	4
5.2.2	FLAG AND WHISTLE NEWSLETTER .....	4
5.2.3	BCSRA MANUAL AND HANDBOOK.....	4
5.2.4	CSRA FINANCIAL SUPPORT .....	4
5.2.5	FACEBOOK PAGE .....	4
5.2.6	AREA ASSOCIATIONS .....	4
5.3	NEW INITIATIVES	5
5.3.1	HEAD REFEREE INITIATIVE .....	5
5.3.2	AREA ASSOCIATION INCREASE.....	5
<b><u>6.0</u></b>	<b><u>TIMELINE AND SCHEDULE</u></b>	<b><u>6</u></b>
6.1	YEAR 1	6
6.2	YEAR 2	6
6.3	YEAR 3	6
6.4	COSTS AND FUNDING	7
6.5	FUNDING	7
6.6	BCSRA COSTS	7
<b><u>7.0</u></b>	<b><u>STRENGTH, WEAKNESS, OPPORTUNITY, THREAT (SWOT) ANALYSIS</u></b>	<b><u>8</u></b>



# British Columbia Soccer Referees Association

## 1.0 Background and Strategic Context –

### 1.1 Refereeing Structure in British Columbia

Referees in British Columbia work for assigners. The assigners work for leagues or BC Soccer and assign referees using their own criteria, judgement and methods. BC Soccer is the certifying body for referees in British Columbia and all upgrade and annual refresher training is carried out through them. BC referees must re-register with BC Soccer annually. BC Soccer receives direction from the Canadian Soccer Association (CSA).

The BCSRA is a volunteer organisation established to assist, support and advocate for referees. BCSRA is the umbrella group for the various area organisations around the province. These offer the opportunity for referees to meet with their peers, discuss refereeing matters and learn about the wider world of refereeing. Though BCSRA does not report to BC Soccer, BCSRA is an Associate member of BC Soccer and as such must support BC Soccer's policies.

### 1.2 Reporting out on the 2009 Business Plan

	2009	Target for 2012	Actual 2013
Total Number of Chapters/Groups	4	8	5
% Members of BCSRA to total registered Referees	20%	33%	17%
Total registered Referees	1841	1933	2500

In summary – we have not even nearly achieved our targets over the four years of the plan and must re-evaluate whether the plan was overly ambitious.



## **British Columbia Soccer Referees Association**

It can be seen that much of the plan relied on support from and partnership with BC Soccer. This was a reasonable expectation knowing that the VASRA past president was now the BC Soccer Referee Coordinator. However, this relationship did not eventuate and in May, 2012 BCSRA finally drew a close to negotiations with BC Soccer to work together (after our final offer to close BCSRA if BC Soccer agreed to set up a sub-committee responsible for networking and head referee coordination, was rejected). At this point we realised that we also had to reduce the number of initiatives to the head referee program and the group membership program, both of which are moving ahead.

Two key lessons were learned:

- BC Soccer were not yet organised enough to think about working with partners
- Our assumption that we would be able to get four or five project managers – with project management training and skills was un-realistic.

### **1.3 Membership direction to the organisation:**

#### **1.3.1 Referee Mentoring Opportunities:**

- get commitments from members to mentor
- provide a carrot for our members to encourage their participation in mentoring activities
- require our members to participate in mentoring activities ( 2 or 3 times per year) as a condition of membership

#### **1.3.2 Head referee function proposal:**

- Provide guidelines and training for head referees
- Establish a Head Referee Support Project Manager
- Approach the club / District executive and the head referees to offer support
- Encourage communication to/from referees through head referees from BCSRA
- Monitor implementation



## **British Columbia Soccer Referees Association**

### **2.0 Resources**

In order to implement the business plan the Association has at hand the following resources:

#### **Internal**

Provincial executive  
Area Association/Chapter Executive  
Portfolio Teams (F&W, Webmaster, Handbook and manual team)  
General Membership

The executive intends to also draw upon the following external resources for support:

Head Referees of clubs and districts

As well as people the Association has the following funds to access in implementing the business plan:

Association bank balance  
Membership dues  
Regional Association fundraising  
A share of the Meachin fund

### **3.0 Stakeholders**

The Association recognises the following groups as stakeholders in the work proposed in the business plan:

*General Membership* – increased benefits of membership  
*Area Associations* – Increased support and membership  
*Leagues, districts and clubs* – better referees, better soccer  
*Non Member referees* – better understanding of referees and support  
*KSRA* – An independent organisation of referees  
*Prince George SRA* - An independent organisation of referees  
*Vernon SRA* - An independent organisation of referees  
*CSRA* – Ideas for improvement and a stronger vehicle for spreading messages  
*Referee Associations in other provinces* – Ideas for improvement and a stronger vehicle for spreading messages  
*BC Soccer* – a separate organisation who can be impacted by our activities and can impact our activities



# British Columbia Soccer Referees Association

## 4.0 Targets and Milestones

	2013	2014	2015	2016
# members	290	320	350	380
# Group memberships	2	4	5	7

## 5.0 Implementing the plan

### 5.1 Strategy

- Each initiative will require a project manager
- The project manager will prepare a project plan
- The plan must receive executive approval and in some cases BC Soccer approval
- The project manager then implements with support from the chapters and general membership
- The project manager will report to the board on progress at each annual meeting
- In addition project managers should prepare communications plans to ensure that they have support from all stakeholders

### 5.2 Existing Initiatives:

#### 5.2.1 BCSRA and Area Association websites

Project Manager – Laurie Miller

#### 5.2.2 Flag and Whistle newsletter

Project Manager – Elvio Chies

#### 5.2.3 BCSRA Manual and Handbook

Project Manager – Elvio Chies

#### 5.2.4 CSRA Financial Support

Project Manager – Robin Woods

Help CSRA get books in order and supporting Provincial associations

#### 5.2.5 Facebook page

Project manager – Nick Hawley

Connect with more referees through providing bite size education topics

#### 5.2.6 Area Associations

- League liaison
- Education session at every meeting
- Acknowledgment of Lifetime Achievers



## **British Columbia Soccer Referees Association**

- Library
- Christmas Dance & Summer Bar-B-Que
- Scholarship for up and coming referee
- Whitecaps sponsorship (season tickets)
- Jack Tinnion/Dan Kulai Memorial Scholarship
- "Write-in-Rain" Red/Yellow cards fundraiser
- BCSRA BC Sports Hall of Fame nominations
- Mentor Program
- Beach Soccer Blast
- Part paying for one assessment per member per year

### **5.3 New Initiatives**

In addition to the existing initiatives BCSRA will work in the following areas over the next 3 years:

#### **5.3.1 Head Referee Initiative**

Establish contact with head referees of various leagues and clubs and identify ways and means of supporting them with referee management issues. Support includes mentoring, education materials, encouraging membership and establishing assigning protocols to match referees with games.

This initiative will help design, improve and implement process by providing:

- Training materials
- Coaching/Mentoring for referees
- Advice for assigners
- Guidelines for discipline committees

Impact on goals:

- Increase the number of chapters,
- Increase the number of volunteers
- Support the mentor programs
- Improve respect for referees.

#### **5.3.2 Area Association Increase**

BCSRA needs to be present in more areas of the province in order to be accessible to the average referee. A Project manager will work to organise Group memberships, first around GVRD then around the rest of the province.

Impact on Goals:

- To increase the number of Area Associations/members,
- To increase the number of volunteers and to support the mentor programs





# **British Columbia Soccer Referees Association**

## **6.0 Timeline and Schedule**

### **6.1 YEAR 1**

Prepare and issue 6 education sessions at start of year and 6 at end of year

Prepare group membership proposals for:

- Coquitlam Metro Ford SC
- Vancouver Youth SC

Re-connect KSRA

Issue six Flag & Whistles

Update thought for the week 20 times

### **6.2 YEAR 2**

Prepare group membership proposal for:

- Burnaby Youth Soccer,
- VMSL
- FVSL

Prepare and issue 6 education sessions at end of year

Prepare group membership proposal for three more YSAs

Issue six Flag & Whistles

Update thought for the week 20 times

Establish Adult league HR support program

### **6.3 YEAR 3**

Prepare and issue 6 education sessions at end of year

Issue six Flag & Whistles

Manage Adult League referee program

Update thought for the week 20 times



## British Columbia Soccer Referees Association

### 6.4 Costs and Funding

### 6.5 Funding

Current assets (as of September 2013) - \$9,045

Annual revenue forecast

2014 - \$5,000

2015 - \$5,500

2016 - \$6,000

Other known accessible funds: Potential funding from CSRA through John Meachin Fund (approximately \$200 per application)

### 6.6 BCSRA Costs

<b>Annual commitments (pre initiative funding)</b>	
CSRA Association Fees	\$20
BCSA Association Fees	\$100
Society Fees	\$25
Admin/Postage/Website Maintenance	\$550
Meetings/Travel/Conference calls	\$600
Dan Kulai/Jack Tinnon Scholarship	\$250
<b>Total committed</b>	<b>\$1,545</b>
Area Association disbursements (50%) 2014	\$2,500

Forecast initiatives costs to be completed once Project Managers are in place and have established project plans



## British Columbia Soccer Referees Association

### 7.0 Strength, Weakness, Opportunity, Threat (SWOT) Analysis

8 Strength	Weakness	Opportunity	Threat
Strong commitment of executives	Many have been executive for a long time and could retire soon	Group Memberships can bring in a large number of new and keen members	BC Soccer may undermine our approaches to YSAs
Member instructors with pre-prepared presentations	Lack of IT knowledge to distribute materials	Head Referees need materials	BC Soccer intends to drive out a Head Referee program
Area Associations	Geographical separation	To unite the Areas in a single set of goals	A desire for independence
Balanced Budget	Future annual income is reducing	Use the existing reserves wisely to increase membership and future income	Lack of knowledge of BCSRA in refereeing community
Referee Development	Lack of resources to provide adequate support	Empower to become part of referee development	Diverse and non-connected group of assigners with too much work
Body of knowledge from veteran members	Some members may wish to “retire to private life”	Use these experienced ex referees to mentor and guide newer referees	Could be seen as “old school” and not in line with FIFA current standards
Referee Development	Not enough volunteers, time, training	Provide leadership and training materials	Confusion between BCSRA and BC Soccer roles