



**British Columbia  
Soccer Referees Association**

**1.0**

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**British Columbia Soccer Referees Association**

**Business Plan**

**Intended Lifecycle – 3 Years**

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**November 2009**

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## **British Columbia Soccer Referees Association**

1.0

### **VISION**

*BCSRA will establish the model for working with and supporting the provincial soccer association.*

In three years time BCSRA will look and feel different:

We will have more chapters and those chapters will have active mentor programs. We will have increased membership and a greater presence amongst the general referee community. The general membership will be volunteering more frequently and contributing to the affairs of the association more freely.

*Respect for Referees*



## **British Columbia Soccer Referees Association**

### **MISSION**

The mission of the association is to:

- Take a lead from BC SOCCER in assisting in implementing ~~their~~ BC Soccer's policies
- Organize, support and coordinate regional referee societies
- Assist referees in all aspects of refereeing and development as referees
- Represent referees at BC SOCCER and BC SOCCER affiliated organizations
- Help promote consistency in officiating



# British Columbia Soccer Referees Association

## TABLE OF CONTENTS

<b>1.0</b>	<b><u>PREPARED BY:</u></b> .....	<b>1</b>
<b>2.0</b>	<b><u>BACKGROUND AND STRATEGIC CONTEXT –</u></b> .....	<b>1</b>
2.1	REFEREEING STRUCTURE IN BRITISH COLUMBIA .....	1
2.2	RECENT HISTORY OF BCSRA INITIATIVES AND ACCOMPLISHMENTS .....	1
2.3	FEEDBACK FROM THE MEMBERSHIP .....	2
2.3.1	REFEREE MENTORING OPPORTUNITIES:.....	2
2.3.2	HEAD REFEREE FUNCTION PROPOSAL:.....	3
<b>3.0</b>	<b><u>RESOURCES</u></b> .....	<b>4</b>
<b>4.0</b>	<b><u>STAKEHOLDERS</u></b> .....	<b>5</b>
<b>5.0</b>	<b><u>STRATEGIES</u></b> .....	<b>6</b>
5.1.1	BC SOCCER INITIATIVE SUPPORT .....	6
5.1.2	COMMUNICATION .....	6
5.1.3	CHAPTER INCREASE.....	6
5.1.4	REFEREE INCREASE.....	6
5.1.5	MEMBERSHIP INCREASE .....	6
5.1.6	MENTOR PROGRAMS.....	76
5.1.7	VOLUNTEER MANAGEMENT .....	7
<b>6.0</b>	<b><u>TARGETS AND MILESTONES</u></b> .....	<b>8</b>
6.1	THE TABLE BELOW SHOWS THE CURRENT SCHEDULE. ....	8
<b>7.0</b>	<b><u>PROCESS</u></b> .....	<b>9</b>
7.1	EXISTING INITIATIVES: .....	9
7.2	NEW INITIATIVES .....	10
7.2.1	DEFINE ORGANIZATIONAL STRUCTURE AND FILL PLACES.....	10
7.2.2	ORGANIZE ADMINISTRATION.....	11
7.2.3	LEAGUE/HEAD REFEREE ASSIGNER PROGRAM.....	11
7.2.4	REWARDS PROGRAM .....	11
7.2.5	MENTORING PROGRAM.....	11



# British Columbia Soccer Referees Association

7.2.6	ESTABLISH NEW CHAPTERS .....	12
7.2.7	ADVERTISE TO NON-MEMBERS .....	12
7.2.8	REGIONAL MESSAGING .....	12
7.2.9	TRAVELLING FIFA ROADSHOW .....	12
7.2.10	REFEREE SCREENING PROCESS .....	12
<b>8.0</b>	<b><u>TIMELINE AND SCHEDULE .....</u></b>	<b>13</b>
8.1	YEAR 1 .....	13
8.2	YEAR 2 .....	13
8.3	YEAR 3 .....	13
<b>9.0</b>	<b><u>COSTS AND FUNDING .....</u></b>	<b>14</b>
9.1	FUNDING .....	14
9.2	COSTS .....	14
<b>10.0</b>	<b><u>STRENGTH, WEAKNESS, OPPORTUNITY, THREAT (SWOT) ANALYSIS .....</u></b>	<b>15</b>



## **British Columbia Soccer Referees Association**

### **2.0 Background and Strategic Context –**

#### **2.1 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. Referees must all be registered with BC Soccer and receive their training from this association. BC Soccer takes it's lead in training courses, certification of referees and training materials from the CSA.

The BCSRA is a volunteer organisation established to assist, support and advocate for referees. BCSRA is the umbrella group for the various chapters around the province. These chapters 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, we in the BCSRA recognize BC Soccer is the sport's provincial governing body and as such has the mandate from the CSA for referee development and certification. We in the BCSRA must follow BC Soccer's lead in these matters.

#### **2.2 Recent History of BCSRA Initiatives and Accomplishments**

The association started a scholarship in memory of Dan Kulai, a former treasurer in the branch that is now known as the Vancouver Area Soccer Referees Association (VASRA) The association has been leading the charge in getting Canadian FIFA Referee Werner Winsemann inducted into the BC Sports Hall of Fame.

In 2001, largely through the efforts of Vancouver Area branch President Jose Branco, the association hosted a symposium featuring FIFA and Euro 2000 FIFA referee Vitor Pereira.

In 2002 the association sponsored a dinner with the referees of the inaugural Women's U-19 World Cup who were posted to the Burnaby site.

In 2003 the association's newsletter was renamed "The Flag & Whistle with a new format and produced quarterly.

In 2004 the association commemorated its 35<sup>th</sup> anniversary with the minting of a special coin to mark the event. This would become the first in an annual "membership gift" . The association also acted as drivers for the match officials, match inspector and match commissar for the two World Cup qualifying matches held at Swangard Stadium. The Vancouver Area branch also acted as the security detail for the game.

Up to 2005, the BCSRA was a member of the BC Soccer Referee Development Committee.

In 2007 BCSRA issued a revamped Handbook and a Manual for its members – these two documents provide information for BC referees about the structure of soccer in this province, educational materials, information regarding dealing with incidents and a plethora of information about how to get experience and climb the refereeing ladder.

In 2007 the BCSRA hosted the AGM of its parent body, the Canadian Soccer Referees Association along with the guest speaker for the event, Canadian FIFA Assistant Referee Hector Vergara.



## **British Columbia Soccer Referees Association**

In 2005 the association produced a promotional video to help market the association. In 2007 started work on the first of a line “In the Eye of the Whistle” DVDs with an interview of Canadian FIFA referee and RA member Mauricio Navarro who was able to explain his thoughts and feelings about the 2007 CONCACAF Club Championship Semi-final. In 2008 the association made first foray into starting a brand new Area Association in the Chilliwack/Sardis area. Post-production work finished on the first “In the Eye of the Whistle” DVD set. (distributed to Direct members in early 2009 with all members due to receive this in late 2009). In 2009 BCSRA opened up a web forum for referees. The association celebrated its 40<sup>th</sup> anniversary by honouring some of its founding members. A commemorative coin was minted to mark the event (to be given to all members).

### **2.3 Feedback from the membership**

At the June 2009 semi annual meeting the membership discussed two topics. The following is a summary of their discussion:

#### **2.3.1 Referee Mentoring Opportunities:**

Where do they exist?

- at the field
- by phone / discussion
- through the BCSA head referee program
- during informal meetings and training
- video promo
- when they are playing
- presenting a course on “what it’s like to referee” at rec centres
- a road show for all youth clubs
- at Soccer Academies; incorporate a brief referee training session
- practical on field training sessions

Issues to Address

- young refs hate being treated badly
- young refs think nothing will be done when 'bad' things happen to them
- keeping their attention
- retaining refs after high school
- agendas must be suitable for young people - more interactive; dvd's, vids etc
- we need to use the right role models when talking to young referees about examples to follow
- BCSRA - our role as individual members



## **British Columbia Soccer Referees Association**

- coaches from other sports generally treat Refs the same as they do in those sports (gridiron football, hockey etc ) which is unacceptable in Soccer.

### Recommended Actions:

- 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

### **2.3.2 Head referee function proposal:**

- Manage all aspects of refereeing in their area
- Establish support groups to connect with referees and provide support
- Field complaints about officials
- Organise clinics (Small Sided Games and Refreshers)
- Hold meetings for referees
- Coach referees 1 on 1
- Put on unofficial clinics and organise meetings
- Get involved in assigning process – match referee’s experience to game difficulty
- Set up mentoring for their referees
- Promote good referees and pass them up to BCSA for development

### Recommended Actions:

- Provide guidelines and training for head referees
- Establish a Head Referee Support Project Manager
- Specify the role of a head referee
- Program design – functions, responsibilities, max. number of referees per “leader”
- Obtain BCSA support – if possible mandate that all head refs must be members of BCSRA and must follow the guidelines
- 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**

### **3.0 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, Forum mgr, Handbook and manual team)  
General Membership

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

BC Soccer Referee Development Coordinator  
BC Soccer Director of Community Relations  
BC Soccer Development Committee  
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  
CSRA subsidy  
Regional Society fundraising



## **British Columbia Soccer Referees Association**

### **4.0 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
- BC Soccer – a vehicle to support their education and consistency initiatives
- Leagues, districts and clubs – better referees, better soccer
- Non Member referees – better understanding of referees and support
- 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

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# British Columbia Soccer Referees Association

## 5.0 Strategies

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

### 5.1.1 BC Soccer Initiative Support

- With regard to designing and documenting process, implementing the same and process improvement, BCSRA can support BC Soccer in the following areas:
  - Training materials
  - Instruction of members
  - Coaching/Mentoring referees
  - Improving the processes for assigners
  - Regulation writing
  - Fitness testing
  - Assessment of referees
  - Discipline process – guidelines for committees and rules for referees
- Recognising that referees can be split into two groups: those that officiate in Youth and those who referee in Adult. BCSRA can support BC Soccer in either area.

### 5.1.2 Communication

- BCSRA and the local chapters must be seen and must ensure local referees hear about our activities
- Regional messaging and Head Ref contact
- Spread the word about BCSRA and identify areas where BCSRA can support
- Encourage referees to stay in the game and to become BCSRA members
- Communicate a message of consistency in everything we do around the Chapters.

### 5.1.3 Chapter Increase

- BCSRA needs to be present in more areas of the province in order to be accessible to the average referee

### 5.1.4 Referee Increase

- The province needs more good and committed referees
- BCSRA can provide support to new referees which will help retention and build reputation of the average referee

### 5.1.5 Membership Increase

- Currently 1 in 5 referees are members of BCSRA
- If BCSRA does not represent more referees then it is not going to help spread consistency



## **British Columbia Soccer Referees Association**

### **5.1.6 Mentor Programs in association with BC Soccer**

- Mentoring referees is a quick, simple and effective means of providing support, encouragement and direction to referees which will improve the retention of referees and the quality of their work. Many of the Chapters have programs – we need to take the best of each and build a strong efficient program.

### **5.1.7 Volunteer Management**

- Volunteerism in all organizations in the Province and in BCSRA is dropping
- Without volunteers the BCSRA cannot exist because the services we offer are too expensive for the membership if all services are paid
- To increase volunteers you need to develop a sense of belonging and membership in all members

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## British Columbia Soccer Referees Association

### 6.0 Targets and Milestones

6.1 The table below shows the current schedule.

	2009	2010	2011	2012
<b>Total Number of Chapters</b>	5	6	7	8
<b>% Members of BCSRA to total registered Referees</b>	20%	23%	28%	33%
<b>Total registered Referees</b>	1841	1859	1896	1933+
		+ 1%	+ 3%	5%
<b># Volunteers</b>	38	63	78	108
<b># Volunteers hours</b>	380	480	630	780
<b># Mentors</b>	10	25	40	60
<b># Referees in Mentoring</b>	N/A	75	150	250



# British Columbia Soccer Referees Association

## 7.0 Process

- 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 semi annual meeting.
- In addition project managers should prepare communications plans to ensure that they have support from all stakeholders.

Some initiatives will be multi-year others, single year The following initiatives will be rolled out over the next three years:

### 7.1 Existing Initiatives:

- **BCSRA and Chapter websites**  
Project Manager – Adam Crowe
- **Flag and Whistle newsletter**  
Project Manager – Jon Seeley
- **BCSRA Manual and Handbook**  
Project Manager – Elvio Chies
- **Web Forum**  
Project manager - Colin Lawrence
- **Referee Recognition**  
Project Manager – Vacant

#### Most Chapters

- League liason
- Education session at every meeting
- Acknowledgment of Lifetime Achievers
- Library
- Christmas Dance
- Summer Bar-B-Que
- BCSA/CSA Liason
- 

#### FVSRA

- Scholarship for up and coming referee
- Fitness testing
- Equipment supplies
- Refresher clinics
- Whitecaps sponsorship (season tickets)



## **British Columbia Soccer Referees Association**

- 1/2 of Jack Tinnion/Dan Kulai Memorial Scholarship
- Equipment supplies

### **VASRA**

- Outdoor Training/Kick-around
- "Write-in-Rain" Red/Yellow cards fundraiser
- Whitecaps season tickets
- Co-sponsor of BCSRA BC Sports Hall of Fame nominations
- Mentor Program
- Beach Soccer Blast

### **VISRA**

- Working with local leagues and schedulers to ensure understanding of higher training level of VISRA Referees
- Part paying for one assessment per member per year
- Liaisons with the various adult and youth associations

### **KSRA**

- Monthly education, training and fitness testing sessions
- A/R Clinics
- Mentor program
- Assessments
- Entry level courses
- Recruitment

## **7.2 New Initiatives**

### **7.2.1 Define organizational structure and fill places**

Primarily establish project managers for all year one initiatives

- To increase the number of chapters,
- To address the need to increase ratio of BCSRA members to total number of referees.
- To increase the number of registered referees.
- To Increase the number of volunteers
- To support the mentor programs
- To improve respect for referees.



## **British Columbia Soccer Referees Association**

### **7.2.2 Organize administration**

Prepare this business plan and establish the protocols for operationalising it

- To increase the number of chapters,
- To address the need to increase ratio of BCSRA members to total number of referees.
- To increase the number of registered referees.
- To Increase the number of volunteers
- To support the mentor programs
- To improve respect for referees.

### **7.2.3 League/Head Referee Assigner Program in association with BC Soccer**

Establish contact with the above and identify ways and means of supporting them with referee management issues. Including mentoring, encouraging membership and establishing assigning protocols to better match referees to games

- To increase the number of chapters,
- To address the need to increase ratio of BCSRA members to total number of referees.
- To increase the number of registered referees.
- To Increase the number of volunteers
- To support the mentor programs
- To improve respect for referees.

### **7.2.4 Rewards Program**

Provide rewards as encouragement to referees to volunteer, ensure the rewards are meaningful, appropriate and useful.

- To address the need to increase ratio of BCSRA members to total number of referees.
- To increase the number of volunteers
- To support the mentor programs

### **7.2.5 Mentoring Program in association with BC Soccer**

Establish protocol for mentors, advertise the program, match mentors to mentees and monitor progress encouraging communication of results.

- To address the need to increase ratio of BCSRA members to total number of referees.
- To increase the number of registered referees.
- To support the mentor programs
- To improve respect for referees.



## British Columbia Soccer Referees Association

### 7.2.6 Establish New Chapters

Project managers will set up chapters with executive direction in areas of high potential

- To increase the number of chapters,
- To address the need to increase ratio of BCSRA members to total number of referees.
- To increase the number of volunteers and to support the mentor programs

### 7.2.7 Advertise to non-members in association with BC Soccer

The message that BCSRA is alive, kicking and of value must be broadcast to all referees in the province. This must be a compelling message which ensures increased sign up.

- To increase the number of chapters.
- To address the need to increase ratio of BCSRA members to total number of referees.
- To increase the number of registered referees.

### 7.2.8 Regional messaging

Increase communication to from Chapters act on the feedback and provide direction.

- To address the need to increase ratio of BCSRA members to total number of referees.
- To increase the number of registered referees.
- To improve respect for referees.

### 7.2.9 ~~Travelling FIFA Road Show and~~ Regional Seminars in association with BC Soccer

Obtain funding to send ~~FIFA senior/high level~~ referees to Chapter meetings around the province to tell stories, show the path to FIFA and to coach referees. ~~And~~ Organise day long education seminars in each region with classroom and field activities (model the BCSA soccer conference)

- To increase the number of registered referees.
- To improve respect for referees.
- To Increase the number of volunteers.

### 7.2.10 Referee screening process

Establish a means of ensuring that candidates are screened before taking a course to ensure that they are understand and are prepared for the pressures of refereeing and have a good chance of succeeding. This will improve the effectiveness of subsequent mentoring.

- To address the need to increase ratio of BCSRA members to total number of referees.
- To increase the number of registered referees.
- To Increase the number of volunteers
- To improve respect for referees.



## **British Columbia Soccer Referees Association**

### **8.0 Timeline and Schedule**

#### **8.1 YEAR 1**

Rewards Program Pilot  
Mentoring Program  
Establish UFVSRA  
Discussions with members in ex-Central VISRA Chapter region  
Advertise to non-members  
Market the leagues  
Regional messaging and Head Refs

#### **8.2 YEAR 2**

Re-establish Central VISRA Chapter  
Find a champion for the Interior  
Develop a plan to support the Interior  
[Regional Seminars](#)  
[Travelling FIFA Roadshow](#)  
Referee screening process

#### **8.3 YEAR 3**

Establish an interior referee society  
Roll out rewards program  
Define organizational structure and fill places  
Organize administration  
League/Head Ref/Assigner Program



# British Columbia Soccer Referees Association

## 9.0 Costs and Funding

### 9.1 Funding

Current assets - \$7,995 (as of March 2009)

Annual revenue forecast

2010 - \$10,100

2011 - \$10,550

2012 - \$11,070

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

### 9.2 Costs

Annual commitments (pre initiative funding)

~~\$1075325~~ – CSRA dues

\$100 - BCSA

\$25 - Society fee

\$5,000 – (50%) disbursed to Chapters

\$1,300 - attendance at CSRA AGM (varies on location)

\$1000 – admin/postage

\$300 – Dan Kulai/~~Jack Tinnion fund~~ memorial scholarship

~~\$300~~ - mtgs and conf calls

~~\$918000~~ – Total committed

Balance for initiatives: ~~\$1,2,4000~~/yr in 2010. Assuming no membership renewal appreciation is given out.

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



# British Columbia Soccer Referees Association

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

Strength	Weakness	Opportunity	Threat
Resources	Relationship with BC Soccer	Single point of contact in BC Soccer	Only one person implementing BC Soccer policy
Monthly meeting system	No need to attend a meeting to receive a match appointment anywhere  Membership apathy	BC Soccer new drive to improve refereeing standards	Size of the sport in BC – need for more referees than we can manage
Diversity	Geographic separation	Can piggy back on the candidates program and roll out to general members/young members	Cost over-run if no volunteers
Chapters	Area participation	Recognise the benefits of the candidates program Can nurture beginning referees as they do not fit into the scope of the Candidates.	Candidates program education done on a weekly basis. Those entering the Candidates program without having been in the RA do not feel the need to join the RA.
Social aspect of membership	Referee commitment – culture of refereeing	Develop pride in being a referee and a sense of professionalism	Amount of individual free time, refereeing not the only “soccer hat” worn by some members.
Funds in place	Single revenue stream- RA membership	These funds can be increased through fund raising or discussions with stakeholders	Current recessionary environment