Initiatives and Plans for 2019:

**Priority**—ensure all activities and tactics in the BCA 2017-2020 Strategic Plan – Implementation Plan (Officials) are addressed or underway for completion by 2020.

1. Recruiting:
   - Target 31 new Level 1 officials and a total of 235 active officials.
   - Overall target of 250 officials by summer of 2021.

2. Training, Education and Development:
   - Deliver 16 Level 1 and 2 workshops. Deliver 3-4 Provincial (Level 3) and National (Level 4) workshops to meet upgrading requirements.
   - Maintain an average of 21 officials in upgrading pipeline for levels 3-5.

3. Retention:
   - Continue retention program—awards, thank you items, recognition for service and upgrading.

Challenges and Opportunities:

1. Cohesive story tying all activities into goal of sufficient number of qualified and knowledgeable officials to achieve athlete development.

The Quad – 2017 to 2020:

**Areas of emphasis in officiating:**
- Recruitment—increase focus on partnering with clubs to recruit new officials and pursue new initiatives in recruiting younger officials. Continue pilot project to progress officials further into the upgrading pathway.
- Officiating Information—increasing the quality and quantity of data on officiating in BC and using for planning, recruitment, training and retention purposes.

**External and internal factors to influence Committee’s initiatives:**
- BCA staff support to assist Officials Committee.
- Partnerships with clubs to assist in recruiting officials—working toward self-sufficiency in officiating club meets.
- Linkage to NOC and other jurisdictions to share recruitment, training and development materials and processes.

**Space Station Thinking (if money no object):**

Work less, accomplish more, have fun!