



Queen City United Soccer Club Strategic & Operational Plan (2019-2021)

Our Club Mission: To be the centre of choice for aspiring athletes through exceptional soccer experiences

Our Club Vision: Realized Potential; Greater Opportunity; Accomplished Athletes

Our Club Values: Integrity; Respect; Commitment

What Is A Strategic Plan?

A strategic plan sets high level goals and targets for an organization, to be achieved within a certain timeframe. Through it, everyone knows what the organization is trying to achieve, and by when. A strategic plan is essential to bind people together behind common causes and for the Board of Directors to properly manage the ongoing growth and development of the Club.

Why A New Strategic Plan?

The 2019-2021 Strategic Plan has been developed to provide direction and structure for the Club as it moves forward with programs and services to meet the current and future needs of members. The roadmap provided by the Strategic Plan guides growth and development of all aspects of the Queen City United Soccer Club (QCUSC) over the next three (3) years.

How Did We Build QCUSC's Strategic Plan?

In late 2017/early 2018, the Club contracted sport consultancy Capitis Consulting to lead the planning process. Since then, Capitis Consulting has been working through a clear, proven process with the Board of Directors and many stakeholders of the club to build a compelling plan.

About the Club

- Not-for-profit organization governed by a volunteer Board of Directors.
- As we look ahead to our future, our aim is to be Regina's premier soccer club. We recognize and celebrate history as Regina's longest running Club (30+ years).
- Official North American Partner Club of the Wolverhampton Wanderers F.C. of the English Premier League.
- Approximately 425 athletes.
- We develop well-rounded athletes by providing a professional and challenging environment. We believe that through lessons learned in soccer, we will assist in the development of life skills that transfer beyond the pitch. Our goal is to develop more than just athletes; we strive to develop good people who are resilient, disciplined, confident and contributing members of society.



Strategic Goal 1: Player Development

Objectives	2019	2020	2021	Why These Objectives?
Develop a clear, written technical development plan (yearly training plan, game model, playing philosophy and training methodology).	A technical development plan is written and implemented	The technical development plan is reviewed and adjusted as needed.	The technical development plan is reviewed and adjusted as needed.	<p>As a Club, QCUSC is creating a high-performance culture that requires a high level of future planning. To do so, requires a technical development plan that openly shows the player development pathway through which QC players are developed.</p> <p>QCUSC is athlete-centric, which means its goals are about player success and development over team results and trophies. In order to support current and future players, QCUSC will evaluate current player development efforts and identify gaps in order to develop a pathway that supports players of all ages and skill levels. This effort is critical to accomplishing our mission, growing and sustaining membership.</p>
Expand base level enrollment of players in all areas of programming.	QC's overall registration base has grown by 5% and player retention is at 80%	QC's overall registration base has grown by 10% and player retention is maintained at 80%	QC's overall registration base has grown by 15% and player retention is at 85%	
Develop the Club's top player talent to higher playing opportunities.	<p>Establish a clear pathway for the Club's top talent.</p> <p>Add an elite women's program.</p> <p>At least 10% of graduating players have been accepted into post-secondary programs.</p>	<p>Prepare a feasibility and funding plan for adding an elite men's program.</p> <p>At least 15% of graduating players have been accepted into post-secondary programs.</p>	<p>Execute plan to add an elite men's program.</p> <p>At least 20% of graduating players have been accepted into post-secondary programs.</p>	
Enhance the sophistication and specialization of player development programming.	Position-specific training is offered to all U13 and above age groups.	Specialist fitness, injury prevention, lifestyle management and other sport science/medicine components have been introduced at QC's top levels of technical programming.	Concussion base line testing has been introduced for all athletes.	



Strategic Goal 2: Coach Development

Objectives	2019	2020	2021	Why These Objectives?
Increase the number of certified coaches and establish a written Coach Development Plan, outlining how the Club's coaches are recruited, trained and developed.	A Coach Development Plan is written and implemented.	The Coach Development Plan is reviewed and adjusted as needed.	The Coach Development Plan is reviewed and adjusted as needed.	<p>As per its commitment to player development, QCUSC provides a clear, transparent Coach Development Plan, outlining how its coaches are developed to be the best they can be.</p> <p>Within the context of this Plan, the Club has identified specific elements of coach development that are essential to deliver premium coach development.</p> <p>Coach development is essential as it is the core means through which quality programs are offered to the Club's players. As such, the Club sees coach development as an extension of quality player development.</p>
Transitioning players to coaching roles.	<p>Maximize enrollment in the QC Coach Apprenticeship Program.</p> <p>Transition 60% of prior year's apprentices into coaching roles within the Club.</p>	<p>Maximize enrollment in the QC Coach Apprenticeship Program.</p> <p>Transition 70% of prior year's apprentices into coaching roles within the club.</p>	<p>Maximize enrollment in the QC Coach Apprenticeship Program.</p> <p>Transition 80% of prior year's apprentices into coaching roles within the club.</p>	
Enhance capacity to provide best-in-Saskatchewan coach development.	<p>A QCUSC Coach Support Program is established and resourced to design/deliver a coach development/training program including age and position specific curriculum and manuals.</p> <p>A structured annual calendar of coach development meetings for QC coaches has been introduced.</p> <p>At least 20% of all QC coaches have attended at least two (2) development meetings.</p>	<p>QCUSC's Coach Support Program spans all levels of coaching in the club.</p> <p>At least 50% of all QC coaches have attended at least four (4) development meetings.</p>	<p>At least 75% of all QC coaches have attended at least half the development meetings.</p>	
Increase coach retention.	At least 70% coach retention.	At least 75% coach retention.	At least 80% coach retention.	
Drive consistently high coaching standards across the Club's coach base.	<p>All coaches have minimum LTPD coaching qualifications as mandated by SSA.</p> <p>Develop and implement performance measurement structures for coaches.</p> <p>25% of Competitive Stream coaches are C-Licence – Trained.</p> <p>All Excellence Stream U11/U13 head coaches are C-License Certified.</p> <p>All Excellence Stream U15/U17 head coaches are B License – Part 1 Certified.</p> <p>All Excellence Stream assistant coaches are C-License Trained.</p> <p>All coaches will have completed Making Headway in Soccer, Making Ethical Decisions and have completed Respect in Sport.</p>	<p>All QC coaches participate in the Coach Support Program.</p> <p>50% of Competitive Stream coaches are C-Licence – Trained.</p> <p>All Excellence Stream U13 head coaches are B License Part 1 Trained.</p> <p>All Excellence Stream assistant coaches are C-License Certified.</p>	<p>75% of Competitive Stream coaches are C-Licence – Trained.</p> <p>All Excellence Stream U13-U17 head coaches are B-License Part 1 Certified.</p>	



Strategic Goal 3: Facilities Development

Objectives	2019	2020	2021	Why These Objectives?
Enhance facility capacity to accommodate continued program growth & expansion.	<p>Develop plan for obtaining additional indoor and outdoor training space.</p> <p>Prepare a feasibility and funding plan for additional training space.</p>	<p>Execute plan for additional indoor and outdoor training space.</p> <p>Initiate/execute a capital fundraising plan.</p>	<p>Review/evaluate current training environment to ensure needs are being met.</p>	<p>QCUSC has identified specific facility needs to allow for its desired program growth.</p> <p>Additional space is being targeted to allow better training times for all groups. Additional space would free up time at the current facility to run an adult league or increase external rentals that would generate much needed revenue for the Club.</p>

Strategic Goal 4: Financial Development

Objectives	2019	2020	2021	Why These Objectives?
Build stronger partnerships with local businesses.	Develop a sponsorship marketing package that is promoted and distributed throughout the Club's membership.	Substantially increase club sponsorship to support the Club's growth and expansion plans.	Renewal rate of QCUSC sponsors since 2019 is +80%.	The financial goals outlined in this section have been set to help manage the risk associated with the planned growth for the Club outlined in this strategic plan, which requires new investments.
Increase reserve funds.	Develop a financial risk management plan that establishes targets for percentage of net revenue to be allocated toward reserve funds.	10% of net revenue to be transferred to reserves.	<p>25% of net revenue to be transferred to reserves.</p> <p>Renewal of financial risk management plan.</p>	
Minimize risk in QCUSC's revenue model.	Non-fee-based revenue sources are increased by 10%	Non-fee-based revenue sources are increased by 15%	Non-fee-based revenue sources are increased by 20%	



Strategic Goal 5: Organizational Development

Objectives	2019	2020	2021	Why These Objectives?
Raise club standard through implementation of Canada Soccer's Club Licensing Program.	Submit application for the Canada Soccer National Youth Club Licence.	Maintain National Youth Club License.	Maintain National Youth Club License.	QCUSC is creating a high-performance culture of excellence, accountability and teamwork that – when combined with capable leadership and a clearly defined organizational structure – will result in high levels of employee and membership satisfaction and retention
Ensure all members have a positive experience by driving the highest levels of member satisfaction possible.	Member satisfaction of QCUSC's programs is +80%.	Maintain member satisfaction of QCUSC's programs at +80%.	Increase member satisfaction of QCUSC's programs to +85%.	
Expand opportunities for adult soccer in Regina.	Create an indoor 5-a-side league by the spring.	Expand adult programming by 10%.	Expand adult programming by 20%.	

Strategic Goal 6: Governance and Planning Development

Objectives	2019	2020	2021	Why These Objectives?
Drive a robust system of Club governance.	<p>Club policies that meet Canada Soccer Club Licensing Program standards are approved and implemented.</p> <p>Three (3) year Club Strategic Plan is reviewed and adopted.</p> <p>Review Board effectiveness and term.</p> <p>100% of Board members complete Board governance effectiveness training.</p> <p>Review the schedule and frequency of meetings and make necessary changes to maximize effectiveness and utility of board meetings.</p>	Review and update Club policies as required.	Strategic Plan is updated for the next three (3) year cycle.	QCUSC is building a highly effective board with efficient board meetings, strong board and staff alignment and top-level accountability to the mission, vision, and core values of our organization.