



2022-25 STRATEGIC PLAN

QUEEN CITY UNITED SOCCER CLUB



MISSION, VISION, AND CORE VALUES

Based on the member engagement process, the following mission, vision statement, and core values have been drafted:



Mission

To support aspiring athletes and individuals through exceptional soccer experiences.

Vision

To be the center of choice where every athlete realizes their full potential on and off the pitch.

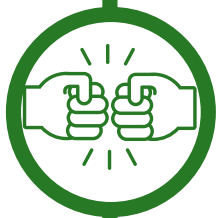


Core Values



Integrity:

We are honest, transparent, and accountable.



Respect:

We are responsive, collaborative, and fair.



Commitment:

We are passionate about development, innovation, and achievement.



Inclusion:

We are inclusive, welcoming, and reflect our community.



STRATEGIC PRIORITIES AND OBJECTIVES

1) Club and Player Experience

Our key focus is to ensure that all players can practice, train, and play within a strong club environment where they can reach their full individual and team potential.

We achieve this soccer experience by focusing on the following critical objectives:

Strategic Objectives

Heightened Coach Development

- Continue to promote and invest in coach training, certification achievements, and development in order to strengthen and differentiate QCU.

Enhanced Program Development

- Enhance program offerings through innovative and value-added ideas for players and coaches and continue to expand current programs.

Facility Renewal and Technology Investment

- Continue to update, renew and adopt new technologies, facility equipment and soccer assets for the Club in order to advance coach and player experiences and learning.

New and Unique Soccer Experiences

- Develop and seek out new and strategic soccer experiences and partnerships that expand the club's range of soccer competition and programming opportunities for all players.

Key Board Initiatives:

1. Examine enhancements to the QCU coach development and succession planning processes.
2. Enhance and expand the Player Pathways Program, including greater connections to post-secondary opportunities.
3. Examine options to improve female player recruitment and retention.

2) Community Engagement and Partnerships

Reinforce the Club's key community partnerships and expand sector and industry relationships to strengthen and promote the vision and brand equity of Queen City United.

We achieve strong community engagement and partnerships by focusing on the following critical objectives:

Strategic Priorities

Community Narrative

- Organizational storytelling: Create and share a QCU narrative so every member in the club becomes an ambassador.

Strengthened Partnerships and Sector Relations

- Continue to build and develop soccer and sector relationships within Regina and the province, as well as enhance and improve industry and business partnerships.

Family and Parents

- Enhance family/parent understanding of the Clubs benefits for their children in the long-run and improve overall communication.

Diversify Community Relations

- Expand and diversify community relationships and begin to partner with new communities.

Key Board Initiatives:

1. Strengthen relations with the City of Regina, SaskSoccer, and Post-Secondary institutions.
2. Examine the potential for outreach programs and partnerships focused on new Canadians and diverse communities.

3) Business Operations and Organizational Development

Continue with critical and ongoing improvements and operational planning to QCU business activities and organizational capacity development to ensure better communications, facility management, increased financial viability and club awareness.

We achieve strong organizational development and operations by focusing on the following critical objectives:

Strategic Priorities

Community Investment & Sponsorship

- Develop club capacity and partnership avenues related to sponsorships, donations, grant funding and community investments.

Fundraising Planning & Capacity

- Strengthen and expand the Club ability related to fundraising initiatives and begin to build our internal fundraising capacity.

Marketing & Promotions

- Implement the new marketing plan and enhance social media promotion techniques in order to reinforce the QCU brand.

Member Communications

- Strengthen the Club's connection to members and families through more regular and enhanced communication tools and pathways.

Key Board Initiatives:

1. Explore and implement a more formal club sponsorship plan.
2. Examine opportunities to strengthen and expand club fundraising.
3. Explore new funding avenues and partnerships to assist with the Club's capacity and implementation of our communication planning.

4) Governance and Leadership

Continue to build, refine, focus, and invest in the Club's leadership capacity and governance structures and policies in order to support the Club's aspirations regarding local soccer excellence and national recognition.

We achieve good governance and leadership by focusing on the following critical objectives:

Strategic Priorities

Financial Stability & Diversity

- Ensure the continued financial stability and operational strength of the Club, and explore new opportunities to diversify revenue and funding sources.

Board Leadership & Oversight

- Continue to drive high standards and 'best practices' in governance and board leadership practices.

Senior Leadership

- Ensure the continued and future success of the Club through leadership support and professional development in order to achieve the goals and objectives of QCU.

Policies and Procedures

- Ensure continued success and risk management through the implementation of standardized policies and operating procedures for the Club.

Key Board Initiatives:

1. Continue to improve and build senior-level volunteer capacity and opportunities.
2. Initiate a review of current Board policies, committee structures, and governance practices.
3. Undertake the creation of a senior leadership learning and professional development plan.

KEY PERFORMANCE OUTCOME STATEMENTS

Player

- Increased player retention and attraction.
- Continued growth of player success and achievement at the post-secondary level.

Coach

- An increasing number of coaches who are committed to long-term development.
- Increase the number of coaches who achieve advanced CSA certification.

Financial

- Retained earnings that gives QCU the ability to weather significant events (6 months retained earnings).
- Improve and diversify the Club's sources of funding and revenue.

Organizational

- Policies, procedures, and 'best practices' have been improved to strengthen Board governance.
- Communications strategy that enables QCU to strengthen and expand connections, sponsorship and community outreach.

Queen City United Strategic Plan

2022-25

PREPARED BY:

