



Strategic Plan 2024-28

Our Next Five Years Together.

As A Game.

As A Club.

As A Community.





FC Regina
Strategic
Plan
2024-28

A Plan To Help Regina Become Its Best Through Soccer

On behalf of the Board of Directors of FC Regina, I am delighted to present the club's new five-year strategic plan to you!

On the back of our previous, outgoing strategic plan, our new plan frames our strategic ambition for the next five years, based on what we have achieved in the past and what we have unearthed as important priorities for the club moving forward.

Over the past year, we have been working diligently, with the able assistance of sports management consultancy Capitis Consulting, to fully understand where our club has been successful, and where we have come up short in delivering value to you, our members, partners and Regina residents.

We've studied our club's strengths and frailties. We've surveyed our members and interviewed key organizational partners. And through this exhaustive process over many months, we are confident that we have established a new strategic plan that reflects the wants and needs of those who we serve.

Take a few moments to browse through our new plan, that we're excited to share with you. Among the many ambitious goals outlined, you'll see how we're going to:

- ✓ Enhance our **coach development** program.
- ✓ Bring soccer directly into Regina's **elementary schools**.
- ✓ Drive **safety, respect and inclusion** in everything we do.

- ✓ Make FCR's soccer programs more **financially accessible**.
- ✓ Assess and improve our **adult soccer** program offerings.
- ✓ Drive **better communication** between our club and its members.
- ✓ Grasp opportunities to improve and expand **soccer facilities** in Regina.
- ✓ Target **newcomers** in Regina to join the FCR community.
- ✓ Celebrate the Canadian hosting of the forthcoming **2026 FIFA Men's Soccer World Cup**

This, and much more, is waiting to be achieved by the end of 2028! But we obviously can't do it on our own.

So get involved! Whether it's participating in our new coach education initiatives, enrolling in our programs, sponsoring a team or simply being respectful on field and on the sidelines, it all helps. Every little piece!

Let's put this plan into action together! Your Board of Directors and staff are certainly up for it, and we trust you are too. So we'll see you out there!

Yours in soccer,



MIKE RAYMOND
President
FC Regina



Vision *The Regina community is built on its enjoyment of soccer*

Mission *To help people become their best through positive soccer experiences*

Values **Fun**

We are committed to making everything at our club fun, from playing soccer, to coaching, volunteering or spectating. We believe that a smile on a face is more important than a trophy or cup and that fun is central to the healthy development and happiness of people of all ages and backgrounds.

Inclusivity

We believe everyone in the Regina area is welcome and has a right to participate in our programs and activities. We believe a diverse, multi-cultural club creates a stronger experience for everyone.

Honesty

We believe being honest is fundamental to everything we do and is the foundation of integrity in our people. In being honest, we are not afraid to admit to and own our mistakes, to be accountable for our decisions, and to openly disclose our conflicts of interest.

Unity

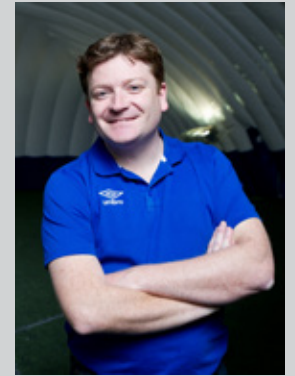
We see all elements of our club are of equal importance. We see ourselves as one club, with one voice, bound by a single vision of building Regina's community based on its enjoyment of soccer.

Integrity

We believe that what we choose to do when no-one is watching is foundational to the concept of integrity, as is being honest and accountable in our actions. We understand that our success is ultimately bound by our individuals' actions and the choices we make.

Master Goal

By the end of 2028, participants rate their overall enjoyment of their FC Regina experiences at 80% or more.



“This strategic plan truly reflects what FC Regina's stakeholders like in the Club, and what they want to see more of in it. It was our pleasure to help them build this clear roadmap for their future.**”**

Paul Varian,
President,
Capitis Consulting



GAME

Strategy that focuses on the development of people through all aspects of the game of soccer at FC Regina. This includes the development of players' technical, physical and tactical skills, the growth of our soccer coaches, and the fulfillment of our aspirations with respect to on-field success and competitive accomplishments.

1. Establish **greater levels of coach support**, including inhouse coaching support, administrative support and stronger recognition and appreciation.
 - a. Overall youth program satisfaction is at +80% (currently at 74.8%).
 - b. Measures of FCR coaches' perception of support received are all at 70% or higher.
2. Drive the **intake of young children**, focusing on players of age groups at U12 and younger
 - a. Overall aggregate indoor and outdoor youth player registrations are at (or higher than) 2015/16 levels (2,222 registrations).
 - b. FCR's three-year average of aggregate indoor and outdoor registrations at U12 age group and younger is positive.
3. Bring a **quality soccer experience to Regina's elementary schools**, in line with Saskatchewan Soccer's emerging schools soccer initiatives.
 - a. An initial beach head of Regina schools in FCR's schools outreach program has been established, in partnership with Saskatchewan Soccer.
4. **Align player and coach development systems** with Saskatchewan Soccer's emerging Whole-Of-Soccer development plan.
 - a. FCR's coaches have qualifications required under the Whole-Of-Soccer plan.
 - b. FCR participates in and supports the Whole-Of-Soccer competition structure.
5. Establish policy, practices and **an overall culture of safety and respect** for players, coaches and match officials participating in any FC Regina sanctioned soccer activities.
 - a. Overall rating of safety and respect by players and coaches in their soccer experience is at +90% (currently at 69.0%).
 - b. Overall rating of safety and respect by match officials who officiate FCR games in their officiating experience is at +80% (subject to data availability from Regina Soccer Referees Association).
6. Undertake a **full investigation into FC Regina's adult soccer programs** and introduce meaningful changes needed to improve player experience.
 - a. Specific areas of program weakness and areas for improvement have been identified.
 - b. Overall rating of value-for-money by adult players in their playing experience at FCR is at +70% (currently at 55.2%).





CLUB

Strategy that targets the development and sustainability of FC Regina as an organization. This includes the nurturing and safeguarding of the club's core assets, be they financial, people or otherwise, and the development of the brand and associated identity of FC Regina.

1. Align with the **governance principles and requirements** set out by soccer's governing bodies.
 - a. FCR's systems of governance are in line with Canada Soccer's good governance guiding principles and are met with approval by the Saskatchewan Soccer Association.
2. Establish a **brand development strategy for the FC Regina brand**, that drives unity across youth and adult participants in the club.
 - a. Brand perception testing shows +80% alignment with at least three of FCR's identified brand attributes.
 - b. Brand perception testing shows stronger correlation between adult players and youth player parents than in 2023.
3. **Improve strategic communications** across the club, particularly between the club and its membership.
 - a. Member satisfaction with the timeliness and content of program information is at +75% (currently at 58%.)
 - b. Member satisfaction with the club's responsiveness to member queries is at +80% (currently at 66%.)
 - c. Member approval of the club's overall communications is at +75% (currently at 53.6%.)
4. Build a **stronger working capital position** for FC Regina.
 - a. Establish a consistent current ratio of at least 2:1 (currently at 0.65:1.)
5. Continue to drive **enhanced corporate sponsorship and government granting** opportunities.
 - a. Maintain non-fee based revenues at +20% of FC Regina's total revenues.
 - b. Corporate sponsor renewal is at +66%





COMMUNITY

Strategy that furthers FC Regina's connection with and value-add to the communities of the City of Regina. This includes development of soccer facilities in the City, partnerships with other sport and non-sport organizations and programs that allow FC Regina to embrace its role as a good corporate citizen.

1. Build an overall **soccer facilities development plan** for FC Regina and liaise with the City of Regina on the viability of its implementation.
 - a. Enshrine an approach to working with the City of Regina in the build out of soccer facility infrastructure.
 - b. Establish an associated facilities advocacy strategy that reaches out to and includes other applicable amateur sport clubs in the Regina area.
2. Explore the possibility of the construction of a **second indoor soccer centre** at Evraz Place and position FC Regina as REAL premier partner in its design, development and usage.
 - a. Include the proposed plans for this facility as part of the facilities development plan outlined above.
3. Embrace programs launched in the Regina area that allow participation in and celebration of the **2026 FIFA Men's World Cup** in Canada.
 - a. Liaise closely with the Saskatchewan Soccer Association and Canada Soccer and its partners to leverage broader activation programs being implemented Canada-wide.
4. Form **cross-sport alliances** with other Regina-based amateur sport organizations where possible (notably Regina Flag Football).
 - a. Focus these partnerships around value-adding activities, in particular facilities development and renewal, school-based soccer programming and the targeting of vulnerable or excluded societal groups in the Regina area.
5. **Target newcomers** settling in Regina for soccer opportunities to encourage community connection.
 - a. Focusing particularly on rapidly growing Indo-European, Indo-Iranian, Austranesian, Sino-Tibetan and Afro-Asiatic communities.
6. Continue to work with KidSport Saskatchewan and Canadian Tire Jumpstart to **remove as many financial barriers as possible** to the accessibility of FC Regina's soccer programs.
 - a. Increase the number of players enrolling in FCR through a financial assistance program on 2023 levels.





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Over 553 individuals contributed to the development of the strategic plan. The Board of Directors of FC Regina would like to thank them all for their co-operation and support in helping make this plan compelling to those who it serves.

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Sandra Jackle

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Carolyn Haugen

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Nancy Russell

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Peter Furlas

Ashley Davidson

Kaylin Nunn

Allen Sserunjogi

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Nick Leplante

Eric Lanoie

Oriano DiRuscio

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partners:**



THE ATLAS^o
HOTEL





FC Regina
PO Box 27088
RPO Avonhurst
Regina, SK S4R 8R8

Tel: 306 352 8040
Web: www.fcregina.com