



Kingston United Soccer Club
35 Terry Fox Drive, Suite 201
Kingston, ON K7M 8N4
Tel: 613.507.9760
www.kusc.ca
#DedicatedToDevelopment

Kingston United Soccer Club

Strategic and Operational Plan

Kingston United Soccer Club (KUSC) services the Kingston and surrounding area providing recreational, development, competitive, and High Performance programming. KUSC is a non-profit organization whose mission is to provide organized soccer in a safe and healthy and inclusive environment. The club promises to foster the values and ethics of fair play and respect for others in all club activities. Through the ongoing encouragement, skill development, and training of players, coaches, and officials the club will provide the opportunity for everyone to achieve their potential and will work to instill a lifelong passion for the game of soccer.

In August 2019, Ontario Soccer announced that KUSC has been granted an Ontario Player Development league (OPDL) licence for the 2020 and 2021 seasons. KUSC joins the current OPDL license holders made up of Clubs and Academies from across the province that support the development and advancement of elite athletes within the Talented Pathway. KUSC is the only soccer club between Ottawa and the greater Toronto area to field OPDL teams.

Vision

Have Fun. Stay Active. Play Soccer for Life.

Mission

Dedicated to developing coaches, players, and match officials and promoting soccer for life.

Core Values

Inspire: love of the game at all levels of play

Teamwork: Commitment to a common goal, work together to achieve

Excellence: Ensure high standard programming at every opportunity

Respect: Engage everyone in a positive inclusive manner

Leadership: Motivate and guide our members to continually improve





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Strategic and Operational Plan

The strategic and operational plan provides a framework for the key objectives underlying our mission.

Main Focus Points:

- Club Development – Operational functions required to ensure quality programming on the field
- Soccer Development – Development of players, coaches, and Match Officials
- Program Development – Changing programs to ensure continuous development
- Community Development – Commitment to continuously build relationships with our community

Kingston United Soccer Club was awarded the National Youth Club Licence and in doing so worked toward a higher standard over the past 2 years. This document outlines some of the progress the club has made to ensure standards required to hold such a licence.





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Focus Point 1 Club Development

KUSC believes in order to develop the club as a whole there are a number of factors involved including organizational development, marketing strategies, and facility development.

1.1 Organizational Development

Objective: Maintain a high standard of administrative staff and governance

KUSC is lead by seven Board of Directors, who have been elected to represent the interests of the members and participant base at large. The Club employs a professional team of experienced coaches, referees, and administrative staff. This positions the Club to meet the high standards expected by its members and all governing associations within Canada.

Goals: In recent years KUSC has strived to develop a positive working environment. Our goal is for KUSC to continue to develop this positive environment and ensure the recruitment and retention of highly qualified staff.

1.2 Facility Development

Objective: Continuously work with the City of Kingston to develop ways to improve the quality of our fields and improve facilities.

Over the past few years our staff has worked closely with the city to improve relations and develop a common goal for field improvements. KUSC has spoken to local municipalities about their field maintenance programs and relayed the information to the City of Kingston staff. In 2020 and recent months KUSC has discussed the importance field improvements with Kingston Tourism and the city. Field access is now given priority to youth organizations, something KUSC worked hard to accomplish. KUSC has also discussed ways to improve the quality of fields with the city.

At the beginning of 2021, KUSC has submitted a grant application to assist with the financial cost of putting a dome over the turf field almost exclusively used by KUSC. The process is still under review.

With the support of city staff, KUSC plans to work towards meeting with local City counsellors to discuss field improvement.

Goals: To continue to work towards advocating for better field quality and, with the help of the grant, add a dome to John Machin Soccer Park.





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1.3 Marketing and Communications:

Objective: Position KUSC as the desired club for soccer programming for all through brand awareness

KUSC has taken major steps towards improvements in marketing and brand awareness through electronic communication and social media channels.

- KUSC developed a marketing strategy using social media platforms ensuring consistent and regular posts
- KUSC website design is continuously reviewed and improvements made to ensure ease of communication to our membership
- Regular communication with membership through electronic messaging

Our marketing strategy will promote excellence and success where possible to all stakeholders, internal or external.

- Market and promote recreational and competitive programs to enhance membership
- Plan to promote and recognize excellence in our players, coaches, and referees
- Promote KUSC program successes

Goal: Marketing strategy that increases brand awareness and increases membership across all programs.





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Focus Point 2 Soccer Development

2.1 Player Development

Objective: Develop and offer programs for all players to reach their maximum potential.

Continue to refine the KUSC development pathway to be consistent with LTPD.

- Create and deliver recreational programs that ensure maximum development and retention of players.
- Enhance KUSC programs to continually improve the curriculum and coaching offered to the players.
- Through the use of The Activating Athlete Development Framework monitor indicators for growth and ensure all players, parents, coaches and officials are well informed.
- Instill a sense of Soccer For Life mentality so players continue to enjoy and play soccer into adulthood.

Increase the number of KUSC players participating in development and competitive programming.

- Aim to have sufficient number of players from U9-U12 to support competitive and OPDL teams at U13+.
- Ensure players have access to the most appropriate program for their current stage of development.
- Through the use of The Activating Athlete Development Framework monitor indicators for growth and ensure all players, parents, and coaches are well informed.
- Ensure accessibility for all players who want to progress through the KUSC development pathway.

Develop OPDL players to be successful at the provincial / national level and expose them to opportunities to play the game at a higher level.

- Ensure all eligible teams participate in competitions that will best enhance the player's ongoing development.
- Ensure players can be identified for opportunities that will further develop them as players at the university level, semi-pro, or professional level.





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KUSC plans to implement a program for those athletes with disabilities

- KUSC plans to implement a program for those with disabilities. One of our coaches has completed the E-Learning module Coaching Athletes with Disabilities offered by NCCP

Goal: Ensure retention and recruitment of players at all levels of play who stay dedicated to development for life.

2.2 Coach Development

Objective: KUSC recognizes that quality coaching results in quality programs and players. KUSC will increase the number of qualified coaches in its programs and provide coach education to all our coaches.

Establish the highest possible level of coaching standards for all programs.

- Ensure all recreational coaches have information about Active Start, FUNdamentals, and all Ontario Soccer session plans offered on their website. Preseason coaching session for all recreational coaches offered by our qualified staff.
- Increase the number of qualified coaches within our club. Currently KUSC has 1 UEFA A coach, 4 coaches on the Youth Licence, 1 on the Youth Licence GoalKeeping, 6 C-licence certified and 6 C-licence in training. All coaches have their Soccer For Life and/or Learn To Train. 2 coaches have completed or are currently on the Female Mentorship Program.
- Monthly Coach Education sessions offered online or at the field. In the past year KUSC has run at least 1 per month using our own coaches or guest coaches from around the world.
- Coach discussion platform is being developed for KUSC coaches to exchange ideas after each Coach Ed session.
- Goalkeepers and players are identified and recruited to coach at the recreational level, competitive level, and in our clinics as part of our Youth Coach Mentorship Program.

Goal: Continue to retain and recruit coaches for all levels of play and instill the philosophy of dedication to development for life.





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2.3 Match Official Development

Objective: Be a leader in referee recruitment, development, and retention.

KUSC will provide the following for our referees:

- Actively communicate to our membership Match Official information provided by Ontario Soccer and Canada Soccer electronically and by Social Media.
- Provide educational information and updates on the KUSC Match Officials page
- Provide on field educational sessions through our Match Official Mentorship Program
- Encourage retention and recruitment through our Match Official Mentorship Program headed by our Head Referee

Goal: Continue to retain and recruit match officials and encourage further development for life.





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Focus Point 3 Program Development

Objective: Provide quality programming to all that will increase our membership and encourage Soccer For Life.

KUSC has expanded their programming over the past couple years to better develop players of all ages and increase membership.

- In 2021 KUSC is expanding their recreational program to include KU Kicks, a program based on fun and development of skills for the young recreational player. This program is separate from the recreational weekly programming involving games.
- Adult Football for all 18+ members
- Futsal for all age groups played in gymnasiums (pre-COVID)
- Skills Acquisition Phase, a very popular program developing and refining individual skill
- GoalKeeper and Striker clinics
- Summer camps specific to recreational players, development and competitive players, and OPDL
- Develop a program for athletes with disabilities
- Surveys to membership at the beginning and end of season to assess program success

Goal: Provide programming that will retain and recruit players at all age groups.





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Focus Point 4

Community Development

Objective: Become the organization that the greater community recognizes as one that strengthens ties through the sport of soccer and community engagement.

- KUSC has developed the **KUTogetherSupportProgram** that provides support for members to ensure everyone can participate.
- Develop a program for athletes with disabilities, the first for our sport in the area.
- Fundraising events, such as member golf tournament and christmas food drives, to help raise funds for our local food bank.
- KUSC donates equipment and unused uniforms to local organizations when needed
- KUSC has developed a strong bond with community partner Health In Focus for our OPDL program to provide the best athletic services for our players.
- Develop sponsorship goals for 2022 realistic to the economic climate through a revised sponsorship marketing strategy

Goal: Continue to develop community partners through programming, financial donations to community partners, and sponsorship.

