



STRATEGIC & OPERATIONAL PLAN | 2025-2030

Plan Intent:

The Kleinburg Nobleton Soccer Club 5-Year Strategic Plan was developed in November 2017, revised March 2018, updated August 2019, revisited February 2021 due to the impact of the COVID-19 pandemic, and updated April 1st, 2025.

A SWOT analysis was sent to all stakeholders (Parents, Coaches, Volunteers, Staff and Directors) of the Kleinburg Nobleton Soccer Club in order to provide further clarity on strategic goals. It has approved by the Board of Directors to solidify the KNSC's commitment to our Membership, the City of Vaughan and Township of King, to advance the Club in support of our Mission and Objectives.

The Plan is broken down into six key elements:

- 1. Player Development**
- 2. Coach Development**
- 3. Match Officials Development**
- 4. Volunteer Development**
- 5. Player Pathway – Adult Division - Development**
- 6. Facilities Development**

The City of Vaughan is one of the fastest growing communities in Canada. The city's estimated March 2018 population was 324,100 and is expected to reach 424,500 by year 2031. Vaughan is a community of young people, with more than 80% of the population under the age of 55 and median age of population at 35.9 years. There are a lot of young families with young children.

The Village of Kleinburg is one of the oldest communities in Vaughan and has a proud heritage. Kleinburg is a generally small residential area (estimated 2011 population of 5,000) that is bordered by rural areas and somewhat isolated, but is seeing modest growth in some surrounding areas, including Nashville Heights to the south. The area contains a mix of a high proportion of households with larger families as well as older residents, many of whom are either single or two-person households. Residents in this area are also characterized as having higher levels of income and education. Past research has indicated that outdoor recreation activities and trails are highly valued by Kleinburg residents; in fact, building on this is one of the goals of the Kleinburg Economic Development Strategy (2011). The 2031 forecast estimates a population of 24,900.

Newcomers are attracted to Vaughan because of the 'complete communities' that are being built here. Many of these immigrants come from nations where soccer is their national sport.

About:

The Kleinburg Nobleton Soccer Club Inc. (KNSC) is a not-for-profit organization managed by a volunteer board of Directors.

Originally from North York, the Pineto Soccer Club moved to Kleinburg in 1993 to become the Kleinburg Pineto Soccer Club. Our foundation began with the vision to nurture this wonderful sport and develop the young people in our community.

The Club encountered a number of challenges and difficulties before establishing itself as a full member of the York Region Soccer Association and as a community service organization with the City of Vaughan. The Club originally consisted of a total of five rep teams with only one main field at their disposal.

In 1995 under the leadership of the club's new President, Adrian Cianfrone and his dynamic group of volunteers, endless hours of devotion were spent promoting and developing our recreational program. It soon became evident that the population of Kleinburg was too small to provide programs for all age groups. The Club decided to expand its boundaries to include its natural choice, the community of Nobleton. Like Kleinburg, Nobleton had a strong community sentiment and identity. The Club was renamed the "Kleinburg Nobleton Soccer Club" to promote equal partnership with the new area and a new logo, the "K.N.S.C Lions" was developed. The "Lions" was to recognize a team from many years ago, the "Kleinburg Lions".

The Club's growth and accomplishments continued with every year. It was felt that one of the main goals of KNSC was to provide technical excellence, especially in the formative years.

As we reflect on our past accomplishments and continue to grow, the Club agrees that there are something's that will never change. The club is committed and will continue to strive in the development of each athlete from age 4 and up at all levels of play and to provide programs so that each player may achieve their potential.

Mission:

To provide an opportunity for any person in the City of Vaughan to play soccer in an encouraging and rewarding environment that emphasizes fun, teamwork and skill development at a level that fits his/her abilities.

KNSC is also dedicated to offering high standard training for those individuals that wish to reach their full potential.

Vision:

To be recognized in our community as a premiere soccer club known for developing and retaining players and having quality coaches and referees.

Values:

Fun - we believe in soccer being fun!

Inclusiveness - we believe soccer should welcome all who wish to participate

Excellence - we strive for and support the greatest level of achievement for all members

Fair Play - we believe in fairness on and off the field of play

The Kleinburg Nobleton Soccer Club's 5 Year Strategic and Operational Plan were devised with the contribution of qualified individuals, members, coaches, volunteers, staff and approved by the Board of Directors.

KNSC Board of Directors:

- Michael Cianfrone – President
- Nick Cutone – Treasurer
- Rita Ferrari – Secretary
- Nick Prestinaci – Director
- Ron Smale – Director

KNSC Administrative/Operations Staff:

- Lucille Abate – General Manager
- Stephanie Bortolin – Club Administrator

KNSC Technical Staff:

- Camilo Benzi – Technical Director
- Toni Canale – Parola – Technical Manager, Recreational
- Dave Kelly – Technical Manager, Coach Development
- Eva Harrison – Program Manager, Active Start & Grassroots
- Sofia Zebic – Program Manager, Active Start & Grassroots

1. Player Development

The Kleinburg Nobleton Soccer Club provides recreational programs for boys and girls from the ages of U4 through to Adult (U18+). The KNSC is committed to develop our programs to align and support the CSA's Long-Term Player Development (LTPD) framework.

Our ***primary strategic target*** is to maintain and ***increase player registration from 2025 – 2030***.

- Encourage participation from Newcomers to Canada as soccer is a gateway to building friendships and remove cultural/social barriers
- Build greater diversity, equity, and inclusion in participation and within our communities
- Create programming to actively engage and encourage participation from Girls and Women
- Increase number of Canada/Ontario Soccer Grassroots certified and licensed paid coaches for both recreational and competitive teams to maintain high level of quality and consistency with player development
- Continue player surveys for both recreational and competitive divisions to receive constructive feedback
- Continue to promote KNSC's player pathway virtually and throughout social media channels
- Entrench Kleinburg Nobleton Soccer Club in the Vaughan and King communities through increased exposure throughout various community events

The growth potential and benefits to KNSC:

- Assist in reducing player registration costs
 - » Increase registration levels allows division of overhead costs among a broader base

- Assist in increasing participation levels for all Newcomers to Canada
 - » Removal of cultural and social barriers
- Establish KNSC as an organization who embraces diversity, equity and inclusion
- Increase participation level in girls programs
- Develop strong leadership in soccer
- Supports CSA/OS Long Term Player Development Model
 - » Increase number of teams in each age division promotes open rosters
 - » Encourages age and stage development
- Increased revenue streams
 - » Additional Technical Staff and coaches will be hired to support programs
 - » Allows Technical support staff for each competitive team

Our **secondary strategic target** is to **expand our player pathway** to allow opportunities for players to participate in Semi Professional/ Professional Leagues in Ontario/Canada.

- **2025 – 2026:** Continue to focus on expanding the adult competitive division to include teams U21 Men/Women, Open Men's and Open Women's divisions in OSL/OWSL
 - » Investigate opportunities with other soccer entities to affiliate with for League One Franchise License
 - » Strengthen organizational capacity to independently pursue League One Franchise License
 - » Submit application to L10N for League 2 expansion
- **2027 – 2030:** Assess, reassess or reapply dependent on application submission results

Our **tertiary strategic target** is to establish relationships with professional clubs and academies to allow opportunities for scholarships and contracts for our players.

- **2025:** Explore opportunities for relationships with academies specializing in securing opportunities for College/University scholarships in Canada and U.S.
- Explore opportunities for affiliations with professional soccer clubs in Europe to advance our player and coach development
- **2026 – 2030:** assess results and review annually

2. Coach Development

The KNSC firmly believes that in the next five years the development of our coaches is essential to the growth development of our program and the development of our players.

The objective for the next five years is to employ highly qualified head coaches by taking advanced coaching courses regardless of the age or division they are coaching.

Our **primary strategic target** is to **increase the number of certified coaches** (National A, B, C License and Grassroots Diploma) and establish a Professional Coaching Structure with qualified Technical Staff over the next five years:

2025-2030

- Ensure all Development and Competitive Coaches achieve a minimum Ontario Soccer Grassroots diploma qualification
- Ensure all Grassroots Recreational Coaches achieve a minimum Soccer for Life Certification
- Establish and implement a system of coach mentorship that is available to all coaches

- Attract, develop and mentor additional female coaches
- Ensure all recreational, development and competitive coaches are assessed at least twice a year
- The Technical Director will focus to identify coaches and recommend them to the Technical Manager, Coach Development to mentor them for the next level of the coaching pathway
- The club will implement coaching workshops, in class and on field sessions to prepare and evaluate coaches for coaching certifications
 - » 2025: 1 National B ; 2 C License; 2 Grassroots Diploma
 - » 2026: 1 National A ; 2 National B; 4 C License; 4 Grassroots Diploma
 - » 2027: 2 National A; 6 National; 6 C License; 2 Grassroots Diploma
 - » 2028: additional 3 National B; 8 C License; 6 Grassroots Diploma
 - » 2029– 2030: assess progression and requirements annually

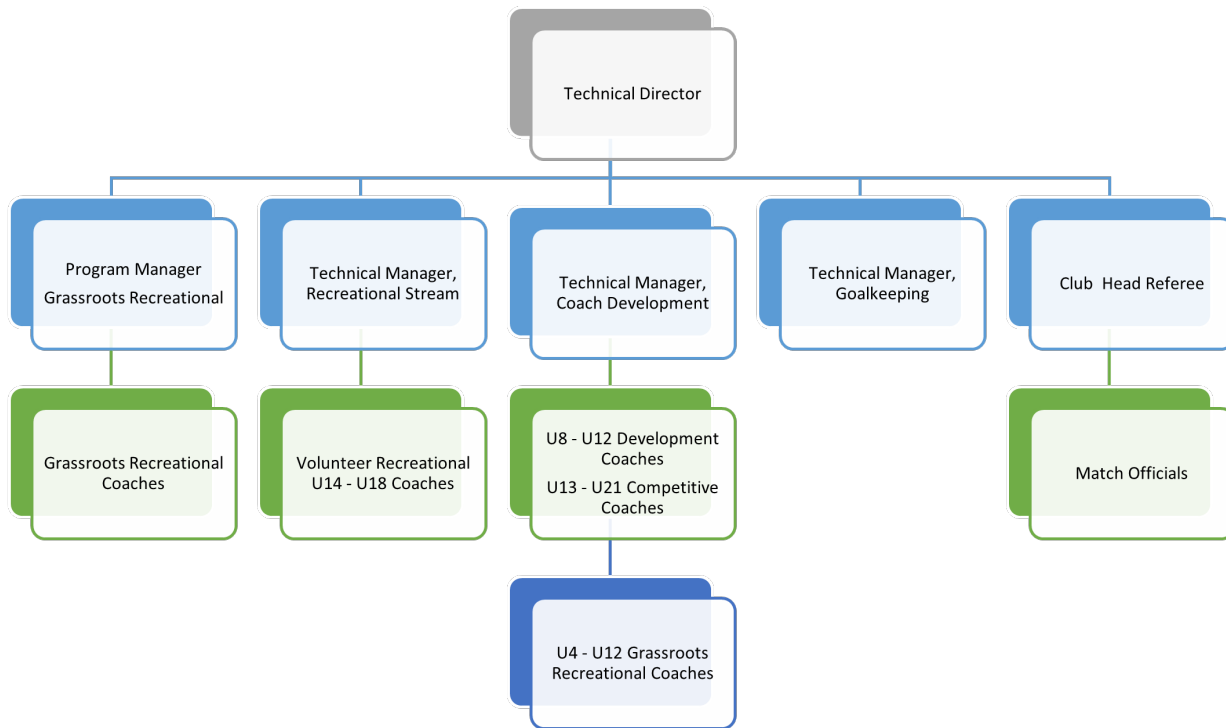
Our **secondary strategic target** is to ***attract, develop and mentor additional female coaches***

- The Technical Director will focus on identifying high potential female players currently with our club, to mentor as future coaches
- Workshops, such as “Girl Power Workshops” will continue to attract interest and form partnerships with other female coaches
 - » Current: 1 National B Part 1;
 - » 2026: 1 National B Part 2; 1 National B Part 1; 2 C License
 - » 2027: 1 National B Part 2; 2 National B Part 1; 3 C License
 - » 2028 – 2030: assess as required

Our **tertiary strategic target** is to attract, develop, mentor and employ additional grassroots coaches for our recreational division (U4 – U12)

- The KNSC embarked on a Grassroots Coach Initiative in 2020 due to the downturn in volunteer parent coaches in our recreational division
- All Grassroots Coaches undergo Canada and Ontario Soccer Grassroots certification programs and NCCP courses
- Grassroots Coaches are managed and supervised by Program Managers and mentored by the Technical Manager, Coach Development
 - » 2025: 40 Grassroots Certified Coaches – Fundamentals, Learn to Train and Soccer for Life
 - » 2026 – 2030: Annually host Fundamentals, Learn to Train and Soccer for Life courses to promote Grassroots Coaches throughout the age appropriate recreational divisions

The KNSC Technical Division Organizational Chart:



3.Match Official Development

The KNSC recognizes that a key element of soccer development is that of Match Official Education and Development.

Soccer cannot be played in a structured fashion without officials and the club recognizes that it is in the interests of everyone to ensure that the technical development of this important stakeholder group is focused on heavily.

The KNSC Strategic & Operational Plan supports the recruitment, development, education and promotion of match officials from the grassroots (club) level.

This is achieved through on-going education, assessment and mentoring throughout the soccer season while implementing all regulations and protocols as required by all levels of government, Ontario Soccer and Canada Soccer.

Our **primary strategic target** is to **develop and retain Provincial (Class 1) and Regional (Class 2)** referees.

2025 – 2030: Host a minimum of 2 Small Sided Game Courses to accredit U13 players (both developmental and recreational) to officiate 7 v 7 games.

- Host a minimum of 2 Entry Level Match Officials Courses to accredit players, 14 years and up (both recreational and competitive) as well as adults to officiate 9 v 9 and 11 v 11 games.
- Mentor all new match officials on field and provide constructive feedback
- Monthly referee meetings
- Provide on-going support and education
- Scout match officials and identify for upgrading to District, Provincial and/or National levels
- Establish and implement a Referee (Recruiting) Marketing Plan

2028 – 2030: assess annually and adjust accordingly

4. Volunteer Development

The Kleinburg Nobleton Soccer Club is a non-profit organization and volunteers are a vital part of our organization's operations. Volunteers and coaches play a vital role in our club and without the time, energy and commitment of these people, our teams and club, would not be able to run. Volunteers are also needed to assist the Club with equipment distribution, special events and other duties

We recognize the huge commitment and contributions that our volunteers make and know that we could not offer our programs without them.

Our **primary strategic target** is to recruit, develop and retain dynamic, skills-based volunteers to assist with our board, programs and operational needs.

- **2025 – 2026:** review all volunteer positions within the KNSC
 - » Ensure that all volunteer job descriptions are clear and outline duties and expectations
 - » Ensure that all volunteers receive training and development in their assigned roles
 - » Attract skills-based volunteers to assist with various divisions in the club
 - » Create a volunteer "experience" survey to solicit constructive feedback
 - » Action areas of concern derived from above
 - » Ensure that all volunteers receive positive reinforcement and feedback throughout their service
 - » Retain good, loyal and hardworking volunteers annually
 - » Advertise volunteer opportunities through club website and e-flyers
- **2027 – 2028:** Assess effectiveness of volunteer recruitment, retention and recognition strategy.
 - » Revise, edit and adjust program as required.
- **2029-2030:** Assess and monitor annually.

5. Organizational Development

With the growth of the Kleinburg Nobleton Club coupled with our goal of providing more programs and support to our player and coach development, we recognize the need to increase and retain operational and technical staff.

We are currently working with our Operations and Technical Teams to create job descriptions to reflect the ongoing changes in prerequisites for divisions of play, inclusivity, equity and diversity.

Revenues require for club operations are managed through KNSC's stringent fiscal planning and execution.

To maximize our membership satisfaction, sponsorship and fundraising are key to limiting the dependency on increasing membership fees.

KNSC has historically received great financial support from the Kleinburg community for both recreational and competitive divisions through the support of our generous sponsors.

Our **primary strategic target** is to ensure KNSC is fiscally sustainable to continue operations at a credible and serviceable position despite economic swings.

- **2025 - 2026:** Investigate additional forms of revenue
 - » Development of additional programs, clinics and camps
 - » Sale of clubwear and equipment

- **2027-2028:** Continue with sound financial reporting processes
 - » In partnership with our 3rd party auditor, continue to ensure all financial processes and procedures are consistent with accepted accounting practices
- **2029-2030:** Build financial reserves
 - » Ensure registration fees are reflective of the costs incurred, quality of programming and service delivery
- **2025 – 2026:** Explore integration of online registration and league management modules
 - » This would allow for alignment with Ontario Soccer’s service provider and streamline our processes
 - » Reduce overlap in service providers and provide a full online management solution

Our **secondary strategic target** is to retain additional staff to focus ***on increasing sponsorship and fundraising***, resulting in increased community partnerships.

- **2025:** re-establish our sponsorship base which has been impacted by the COVID-19 pandemic
 - » Implement communications strategy to include all current and potential sponsors
- **2025-2026:** Undergo club “re-branding” to streamline communication and club image to focus on inclusion, equity and diversity
 - » Develop strategic partnership with community leaders/organizations
 - » Expand community involvement to position KNSC as more than just a soccer club
- **2025 - 2023:** Explore additional sources of funding
 - » Investigate all government funding opportunities, Municipal, Provincial and/or Federal grants
 - » Investigate funding opportunities with private and public organizations
- **2025– 2030:** Continue to develop partnerships with local schools and community groups
 - » Reach out to new schools in our boundary to partner on extra-curricular soccer activities
 - » Work with community groups to promote each other’s offerings to the Kleinburg Nobleton communities.

Our **tertiary strategic target** to implement Board and Staffing Succession Plan to ensure consistent levels of programming and service levels despite planned or unanticipated turnover

- **2025 – 2030:** Continue with performance reviews of operational and technical staff
 - » Recognition of performance and identification of growth opportunities
- **2025 – 2030:** Attract skills-based volunteers to serve on various committee roles
 - » Broaden our volunteer base; exposure to possible board and/or staff positions should turnover occur

6. Facilities Development

With limited fields available in the Kleinburg boundaries, over the last 7 years Kleinburg Nobleton Soccer Club has grown and reaching maximum capacity, especially in the younger age groups. Due to impending growth within the Kleinburg and Nobleton communities over the upcoming 5 years, additional facilities will be introduced.

As the KNSC has developed a great relationship with the City of Vaughan and Township of King over these past many years, we will continue to work with these municipalities to develop high quality soccer fields and facilities to reflect the requirements of our growing membership and diverse programming.

Our **primary strategic target** is to ***expand our inventory of lit fields***. As our membership continues to grow, ensuring that we have adequate inventory of lit fields to maximize and streamline scheduling. Currently the KNSC has access to 2 lit fields which presents challenges in the scheduling of recreational and competitive divisions as well as match officials.

- **2025 – 2026:** work with the City of Vaughan and the Township of King to conduct a needs assessment and identify facilities that will support infrastructure improvements.
 - » Explore funding opportunities with external stakeholders, municipal/provincial/federal levels of government.
- **2026 – 2030:** Maximize scheduling on high quality facilities for all divisions practices and games.

Due to the increased demand for programming 12 months of the year, coupled with the stringent facilities standard imposed by the development of players the KNSC is in the process of exploring the requirement of an indoor facility.

Our **secondary target** over the next five years is to partner with the City of Vaughan, Township of King and private investors for an ***Indoor Air Supported Structure*** within the KNSC boundaries. Due to COVID-19, this priority may take additional time to transpire:

- **2025 - 2026:** conduct a needs assessment to support program scheduling
 - » Identify location for an indoor facility within the Kleinburg boundaries
 - » Identify key shareholders/investors with whom to partner
 - » Create business plan and partnership strategies with key shareholders/investors, school boards, City of Vaughan and Township of King
 - » Explore funding opportunities through Provincial & Federal government agencies
- **2026 – 2027**
 - » Prepare deputation to council, depending on municipality where facility will be located, for financial support of this project.
 - » Create business plan that will sustain this structure for years to come.
- **2028 - 2030**
 - » Assess viability of indoor facility and adjust accordingly

