

# STRATEGIC ORIENTATIONS, OBJECTIVES, AND ACTIONS



# ATHLETES AND THEIR COMMUNITY ARE AT THE HEART OF WHAT WE DO

This strategic plan is the culmination of a ten-month process that engaged all stakeholders of the Pointe-Claire Aquatic Club, from athletes and coaches to volunteers and directors.

It reflects the desire for continuous improvement and to invest in the well-being, development, and success of our athletes by striving for excellence in our organizational and coaching practices.



# ABOUT THE CLUB

The Pointe-Claire Aquatic Club is made up of the Pointe-Claire Swim Club, the Pointe-Claire Diving Club, and the Masters swimming club.

Established in 1967, the Pointe-Claire Swim Club and Dive Club is the home of 38 Olympians, over 250 National Champions, and has produced thousands of driven, hard-working, and successful young adults.

Known across Canada for the quality of service and athletes produced, the Pointe-Claire Aquatic Club is a leader in young athlete development, innovation, and performance in Canada.

The Pointe-Claire Swim Club has won over 50 Provincial Championship banners since 1967, three National Championship banners, and five Junior National Team banners since 2009. The Pointe-Claire Diving Club has had an Olympian at 15 straight Olympic Games since 1968.

Our competitions bring thousands of athletes and spectators to our city each year, and provide some of the highest quality of competition in Canada. Coaches from Pointe-Claire have gone on to be internationally known, and are currently some of the most high-ranking coaches in Canada.

In our community, we flourish.



# OUR VISION 2024-2028

The club continues to be recognized for its healthy, inclusive and supportive environment that fosters a sense of belonging and community among its members; as such, supporting the development of athletes of all ages, from beginner level to the Olympic dream.



# OUR MISSION

**ATHLETES AND THEIR COMMUNITY ARE AT THE HEART OF WHAT WE DO.**

The Pointe Claire Aquatic Club is committed to a culture of excellence in competitive swimming and diving by:

**PROVIDING** an environment of safety and respect, where every athlete has an equal opportunity to achieve their personal goals and to excel at the highest levels of local, national and international competition.

**MAINTAINING** the standards and values that have made Pointe-Claire one of the most recognized aquatic clubs in Canada and throughout the world.

We believe aquatics, and sports in general, have an obligation to not only prepare athletes for competition, but to provide them with the tools (**know-how**) that prepares them to excel in all their future endeavours.



# ORGANIZATIONAL VALUES

## Athletes' well-being

The club puts athletes at the heart of everything it does and values the well-being of the person at a physical, social, and emotional level.

## Innovation and Leadership

The club values new ideas and the contribution of various stakeholders. The sharing of experience and expertise through mentoring is encouraged by promoting open, clear, and transparent communication.

## Excellence

The club values organizational excellence and strives to provide a quality service in a safe and inclusive environment.

## Community spirit

The club values team spirit, cultivates a sense of belonging, and fosters a culture where the community (athletes, coaches, staff and volunteers) takes pride in the club's successes. The club and the city are working to build relationships with local, provincial, and national partners.

## Respect for the individual

The club sees its community (athletes, members, employees and volunteers) as an integral part of its success and is attentive to the needs of everyone, while respecting their talents and aspirations.



# STRATEGIC ORIENTATIONS

## Strategic Orientation 1

### Communication and Promotion

#### Objectives

1.1 Effective communication and branding

1.2 Social Media Presence



## Strategic Orientation 2

### Development and Excellence

#### Objectives

2.1 Developing the full potential of all athletes/individuals

2.2 Support our community to the fullest—Increase the interdisciplinary support and invest in our Integrated Support Team.

## Strategic Orientation 3

### Culture, Environment, and Community

#### Objectives

3.1 Build a culture that is inclusive of athletes, coaches, and families

3.2 Optimize training facilities



## Strategic Orientation 4

### Leadership, Coaching, and Mentoring

#### Objectives

4.1 Mentoring: athletes, coaches, and volunteers

4.2 Whole team mentality



# STRATEGIC ORIENTATION 1

## Communication and Promotion

The Pointe-Claire Aquatic Club aims to enhance communication and promotion to better connect with members, celebrate athlete achievements, and strengthen community engagement. By improving outreach, the club can ensure timely updates, increase visibility for programs, and foster a supportive environment where swimmers, divers, families, and supporters feel informed and inspired. Effective promotion also helps showcase the club's legacy and attract new talent, reinforcing its reputation as a hub for aquatic excellence.



# STRATEGIC ORIENTATION 1

## Communication and Promotion

### Objectives

**1.1** Effective communication and branding

**1.2** Social media presence

#### Objective 1.1

##### Effective communication and branding

- Refine communication policy, strategy, and procedures
- Develop communication platforms, tools, and communication hub
- Increase interaction between club and stakeholders
- Develop a branding strategy (events, apparel, etc.)

#### Objective 1.2

##### Social Media Presence

- Develop a social media plan, strategy, and timeline
- Identify a dedicated social media resource



# KEY PERFORMANCE INDICATORS

## STRATEGIC ORIENTATION 1

### Objective 1.1

#### Effective communication and branding

##### 1.1.1 Refine communication policy, strategy, and procedures

Increase response time to member inquiries and communication accuracy, clarity, and satisfaction.

##### 1.1.2 Develop communication platforms, tools, and communication hub

Increase creation and adoption of new communication tools to benefit the members and community.

##### 1.1.3 Increase interaction between club and stakeholders

Increase the number of interactions with stakeholders throughout the season and increase event participation.

##### 1.1.4 Develop a branding strategy (events, apparel, etc.)

Increase brand awareness and member recruitment growth through brand strategy map.

### Objective 1.2

#### Social Media Presence

##### 1.2.1 Develop a social media plan, strategy, and timeline

Increase awareness, reach, engagement, and community building from social media platforms.

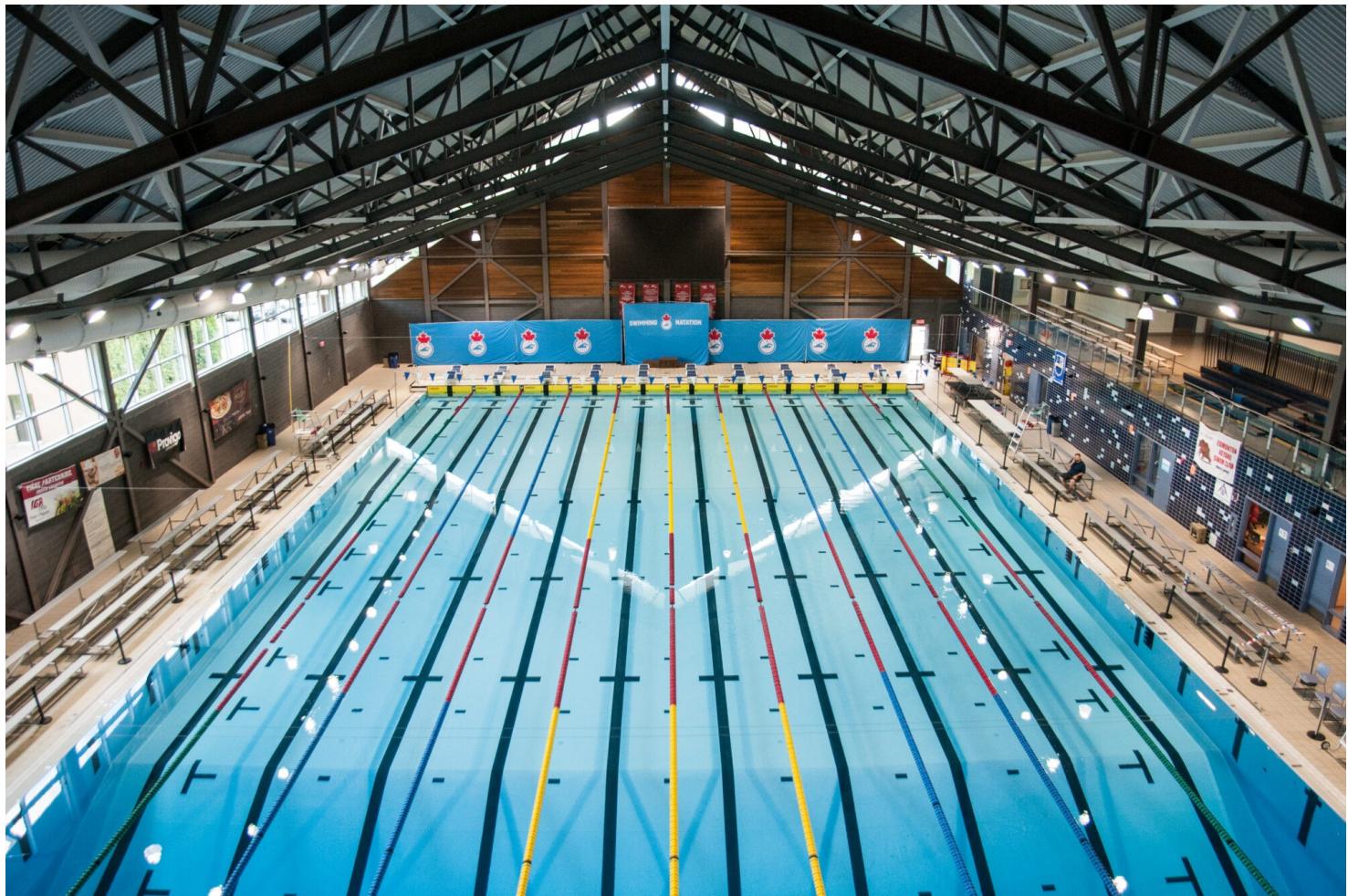
##### 1.2.2 Identify a dedicated social media resource

Increase usage of an actionable and consistent system that enables the achievement of KPIs illustrated in 1.2.1

# STRATEGIC ORIENTATION 2

## Development and Excellence

The Pointe-Claire Aquatic Club is dedicated to fostering development and excellence to empower athletes at all levels to reach their full potential. By enhancing training programs, supporting coaches, and prioritizing athlete well-being, the club aims to cultivate a culture of continuous improvement. This commitment helps swimmers and divers achieve personal bests, while supporting the community to the fullest through support programs.



# STRATEGIC ORIENTATION 2

## Development and Excellence

### Objectives

**2.1** Developing the full potential of all athletes and individuals

**2.2** Support our community to the fullest—increase the interdisciplinary support and Invest in our integrated Support Team

### Objective 2.1

#### Developing the full potential of all athletes and individuals

- Develop and apply a systematic athlete evaluation process
- Communicate and apply the club's development pathways
- Identify new development opportunities
- Foster community engagement and a culture of excellence

### Objective 2.2

#### Support our community to the fullest

- Establish a professional support ecosystem
- Identify and implement fundraising opportunities
- Create partnerships (INS: *Institut national du sport du Québec*, ESIM: *Excellence sportive de l'île de Montréal*)
- Create safe space curriculum (Psychology, leadership, age groups, etc.)



# KEY PERFORMANCE INDICATORS

## STRATEGIC ORIENTATION 2

### Objective 2.1

#### Developing the full potential of athletes and individuals

##### 2.1.1 Develop and apply a systematic athlete evaluation process

Provide an effective development and implementation plan that produces long-term improvement

##### 2.1.2 Communicate and apply the club's development pathways

Increase athlete, coach, and community engagement and participation to maximize the potential of the athletes.

##### 2.1.3 Identify new development opportunities

Increase athlete and coach competition opportunities, educational opportunities, and development of a robust hosted competition

##### 2.1.4 Foster community engagement and a culture of excellence

Increase achievement of athletes and coaches, number of nationally-qualified athletes, and retention.

### Objective 2.2

#### Support our community to the fullest

##### 2.2.1 Establish a professional support ecosystem

Increase support opportunities, quality of service, and post secondary opportunities to athletes with professional support partners.

##### 2.2.2 Identify and implement fundraising opportunities

Increase fundraising opportunities and increase the strategic partnerships in the community.

##### 2.2.3 Create partnerships (INS, ESIM)

Increase partnership opportunities with sport organizations and offer more opportunities to benefit Pointe-Claire athletes.

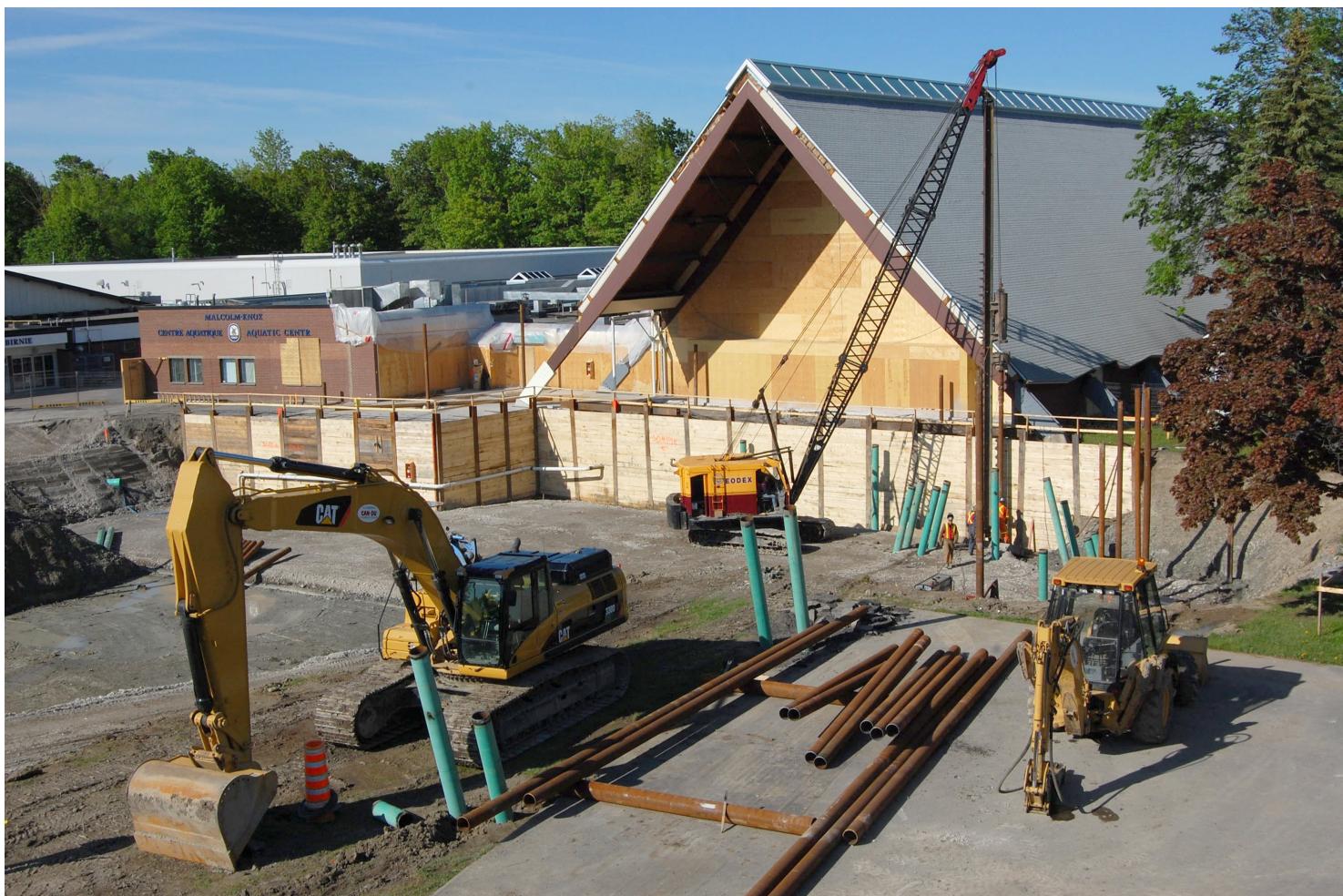
##### 2.2.4 Create safe space curriculum (Psychology, leadership, age groups, etc.)

Increase involvement of local professionals and experts, create partnerships with organizations, increase budget use and approval rating for IST.

# STRATEGIC ORIENTATION 3

## Culture, Environment, and Community

The Pointe-Claire Aquatic Club is committed to enhancing its culture, environment, and sense of community to create a welcoming and supportive space for athletes, families, and staff. By fostering respect, inclusivity, and teamwork, the club ensures that everyone feels valued and motivated to contribute to its success. The Club subscribes to the City of Pointe-Claire's commitment to provide world class facilities for our athletes and community. Strengthening these elements builds a positive atmosphere where lifelong friendships, personal growth, and a shared passion for aquatic sports thrive.



# STRATEGIC ORIENTATION 3

## Culture, Environment, and Community

### Objectives

**3.1** Build a culture that is inclusive of athletes, coaches, and families

**3.2** Optimize training facilities

#### Objective 3.1

##### Build a culture that is inclusive of athletes, coaches, and families

- Identify the club's annual initiatives (fundraising, recognition activities, event calendar) for all stakeholders
- Create benchmarks and milestones for annual events
- Foster a culture of diversity, inclusion, and safe space for athletes, coaches, and families.

#### Objective 3.2

##### Optimize training facilities

- Identify training facility needs (short/medium/long-term)
- Increase collaboration and communication with the city
- Support the city of Pointe-Claire facility optimization initiatives (partnerships, fundraising, etc.)



# KEY PERFORMANCE INDICATORS

## STRATEGIC ORIENTATION 3

### Objective 3.1

#### Build a culture that is inclusive of athletes, coaches, and families

##### 3.1.1 Identify the club's annual initiatives (Recognition activities and event calendar) for all stakeholders

Increase clarity and communication effectiveness of goals and new initiatives and increase frequency of new initiatives.

##### 3.1.2 Create benchmarks and milestones for annual events

Increase participation, profitability, and quality of service.

##### 3.1.3 Foster a culture of diversity, inclusion, and safe space for athletes, coaches, and families.

Increase the adoption of our safe sport culture, reduce negative sport behaviors, enhance education and awareness.

### Objective 3.2

#### Optimize training facilities

##### 3.2.1 Identify training facility needs (short/medium/long-term)

Increase efficiency of utilization of current facilities, track capacity for growth, increase frequency of facility and equipment upgrades.

##### 3.2.2 Increase collaboration and communication with the city

Increase number of joint initiatives, increase shared resources, increase communication frequency.

##### 3.2.3 Support the city of Pointe-Claire facility optimization initiatives (partnerships, fundraising, etc.)

Increase collaboration with and support provided to the aquatic center.

# STRATEGIC ORIENTATION 4

## Leadership, Coaching, and Mentoring

The Pointe-Claire Aquatic Club strives to improve leadership, coaching, and mentoring to inspire athletes and support their growth both in and out of the water. By investing in professional development for coaches and fostering strong mentorship, the club ensures athletes receive expert guidance tailored to their needs. Strengthening leadership at all levels helps build a motivated team, driving success and cultivating the next generation of champions.



# STRATEGIC ORIENTATION 4

## Leadership, Coaching, and Mentoring

### Objectives

**4.1** Mentoring athletes, coaches, and volunteers

**4.2** Whole team mentality

#### Objective 4.1

##### **Mentoring athletes, coaches, and volunteers**

- Create and develop a club mentoring program
- Promote and support development opportunities

#### Objective 4.2

##### **Whole team mentality**

- Develop common club events
- Instill an interdisciplinary work environment and mentality
- Identify knowledge transfer and best practice opportunities



# KEY PERFORMANCE INDICATORS

## STRATEGIC ORIENTATION 4

### Objective 4.1

#### Mentoring athletes, coaches, and volunteers

##### 4.1.1 Create and develop a club mentoring program

Increase opportunities for mentoring to happen, implement and build athlete ambassadors

##### 4.1.2 Promote and support development opportunities

Increase frequency and financial support for educational opportunities for coaches and athletes. Establish ourselves as a developmental leader in our community.

### Objective 4.2

#### Whole team mentality

##### 4.2.1 Develop common club events

Increase opportunities to collaborate on club events between teams each season.

##### 4.2.2 Instill an interdisciplinary work environment and mentality

Increase the strategic partnerships in the community.

##### 4.2.3 Identify knowledge transfer and best practice opportunities

Increase frequency of collaborations with local and provincial leaders in sport for better opportunities for athletes and more efficient administration



