



# Strategic Plan

2024 - 2028



[www.diveontario.com](http://www.diveontario.com)



**DIVE**  
ONTARIO

# Table of Contents

03

Message from our Executive Director

04

Overview of the planning process

05

About diving in Ontario

06

Our Mission & Vision

07

Our Values

08

Our 3 strategic platforms

12

Diving into our four-year plan

17

How we monitor progress

18

Closing remarks



# A message from our Executive Director

Stephanie Geostis



Dive Ontario is proud to share its 2024-2028 Strategic Plan with our members and the broader community. In creating our roadmap for the upcoming four years, we focused on the growth and development of our sport across all levels and all stakeholders. Each individual will play a vital part in our RIP strategy going forward.

We aim to increase the number of participants in our programs, as well as the quality of their overall experience. Ensuring that diving is a safe and fun sport for everyone is tantamount. We will continue our efforts in high performance sport through our participation in the Canadian Sport Institute Ontario (CSIO) Ontario High Performance Sport Initiative and our strong partnership with Diving Plongeon Canada. We will further roll out High Diving as an additional discipline within our sport.

We will emphasize development of our coaches and officials, two vital roles in any sport organization. Through formal and informal education and training opportunities, we will build a pipeline of talented people to ensure our future is bright.

We will work with our partners to advocate for diving facilities development across the province. We will form broader relationships with municipalities to further our reach to offer grassroots programming.

In four years, Dive Ontario aspires to be among the leading provincial sport organizations in Canada, and we want all of you to be a part of that.

Sincerely,  
Stephanie J. Geostis  
Executive Director



# Overview of the planning process



## Members Surveyed - July 2023

The survey elicited feedback on involvement within the sport, event participation, communication, and program delivery.

## Themes Identified

Growing the sport and recreational programming, having fun, affordable fees, and high-performance/Elite Athlete Training were identified as important elements.

## Planning Committee Established

In September the Strategic Planning Committee (SPC) was established. Members included coaches, divers, officials, board members and parents. The SPC met weekly over the course of 3 months.

## Plan Development & Approval

The SPC created the draft foundational statements (mission, vision, values). Three key priority platforms and supporting goals were identified. Feedback was incorporated post presentation to members at the annual Dive Ontario workshop in October. Board review and approval was obtained prior to presenting the Strategic Plan to members at the Annual General Meeting in November 2023.

# About diving in Ontario

Dive Ontario, has 10 clubs across the province and numerous affiliate programs, supporting and encouraging divers, officials, and coaches at every stage of their journey. Our programs span from introductory diving lessons to high-performance competitive pathways. These are comprehensive programs aimed at nurturing growth and achieving excellence across all aspects of diving.

We take pride in our pathways for beginners and seasoned divers alike, fostering inclusivity, equal access to the sport, and a culture where everyone feels valued and welcomed. The clubs within Ontario span across the province, providing access to diving from Thunder Bay in the north to Windsor in the south. Our affiliate programs, facilitated by Dive Ontario-trained instructors in local community and university pools, serve as an ideal entry point for newcomers, aligning with our commitment to inclusivity.

Competitive divers showcase their talents at competitions, hosted by different clubs both within the province and across Canada. The competitive season, from November to July, includes springboard, platform, and high-diving events. Our high-performance competitive pathway requires unwavering dedication and commitment from its athletes and coaches. The training routine encompasses various disciplines, focusing on both the physical and well-being of the athletes. These training methods empower our divers to execute their dives with grace, strength, and flexibility, setting a standard of excellence both in and out of the water.

The diving clubs in Ontario are unwavering in their pursuit of continual improvement, fostering a sense of community, support, and mentorship. This commitment aligns with our dedication to creating a supportive network where every individual can thrive, fostering a culture of respect, trust, and safety, and ensuring each member reaches their full potential in the sport of diving.



# Our Mission & Vision



## Dive Ontario Mission

To empower and inspire divers, coaches, and officials of all ages by providing inclusive pathways, safe and supportive environments, and a strong sense of community. Dive Ontario is committed to fostering growth, excellence, and accessibility in the sport of diving.



## Dive Ontario Vision

To be the leading force in the development of diving talent, recognized for our commitment to safe and equitable practices, comprehensive organizational support, and a prominent provincial presence. Dive Ontario envisions a thriving diving community where every member has the opportunity to reach their full potential.

# Our Values

These values are foundational to Dive Ontario's vision, mission, and goals, guiding the Provincial Sport Organization's actions and decisions as a leader in the continued growth and development of diving in the province.



## **Excellence**

We are committed to achieving the highest standards of performance, both in and out of the water. We aim for excellence in every aspect of diving, from athlete, coach, and official development to organizational operations.

## **Adaptability**

We value the ability to adapt and evolve, embracing change and innovation in our approaches to athlete development, organizational operations, and community engagement. We remain flexible and open-minded, continually seeking new ways to enhance the sport of diving and meet the evolving needs of our membership.

## **Inclusivity**

We believe that every individual should have equal access to the sport of diving. We will strive to foster an inclusive sport where everyone feels welcome and valued.

## **Safety and Respect**

We prioritize the safety and well-being of our athletes, coaches, officials, and members. We nurture a culture of respect and trust ensuring that everyone can participate in a safe and supportive environment.

## **Community and Support**

We believe in the richness of community and support networks. We strive to create a strong sense of belonging among our members, providing mentorship, guidance, and resources to help each individual reach their full potential in the sport of diving.

# Our 3 strategic platforms



**R**

**Recruitment, Development & Retention**

**I**

**Improved Organizational Supports**

**P**

**Provincial Presence**



**DIVE**  
ONTARIO



# Recruitment, Development & Retention

Develop comprehensive pathways for divers, coaches, and officials of all ages, reducing barriers to improve access and attract and retain membership in the province. Embed best-practice resources and supports for safe programming to foster continuous growth and engagement.

**This strategic platform encompasses the following key goals:**



**Development of Pathways:** Create clear and well-defined development pathways for divers, coaches, and officials, which outline the progression and opportunities available for individuals of all ages and skill levels. These pathways should offer a structured and accessible route for personal growth and achievement in the sport.



**Reduce Barriers:** Identify and address barriers to participation, whether they are financial, geographical, or related to personal circumstances. Implement strategies to make diving more accessible and inclusive to attract and retain a diverse membership base.



**Embed Best-Practice Resources and Supports:** Ensure best practices for safe and comprehensive programming. This includes developing and promoting resources, guidelines, and training programs. To provide ongoing support for coaches, officials, and athletes to ensure a positive and respectful environment.





# Improved Organizational Supports

Optimize Dive Ontario's internal operations to provide comprehensive governance and safe sport practice, diversify funding sources and partnerships for long-term financial health and programming sustainability, and enhance member support to foster a cohesive and supportive community.

**This strategic platform encompasses the following key goals:**

**Expand Governance and Safe Sport Practice:**



Strengthen and expand the governance framework within Dive Ontario, including clear policies and procedures, to ensure that safe sport practices are consistently implemented and upheld

**Diversify Funding Sources and Partnerships:**



Establish a diverse portfolio of funding sources, including grants, sponsorships, donations, and partnerships with corporate, governmental, and philanthropic entities.

**Enhance Member Support Fostering a Sense of Community:**



Provide comprehensive support and resources to member clubs, coaches, officials, and athletes. This includes creating a sense of community among members, offering mentorship and guidance, and facilitating the sharing of best practices and success stories.

# Provincial Presence

Position Dive Ontario as a recognized and respected PSO by building a strong and engaging presence across a mix of digital and social marketing platforms, increasing media and municipal awareness to expand publicity, establishing community outreach pathways, and recognizing and celebrating success.

**This strategic platform encompasses the following key goals:**



**Digital and Social Marketing Presence:** Build and maintain a robust online presence across various digital and social marketing platforms, such as websites, social media, and email marketing. This will help in creating a strong online presence that connects with the diving community and a wider audience.



**Increased Media and Municipal Awareness:** Increase visibility and awareness about Dive Ontario through effective media outreach and municipal partnerships. This will include working closely with local and regional media outlets, as well as engaging with municipalities to promote diving.



**Community Outreach Pathways:** Establish pathways for community outreach to connect with local communities, schools, and organizations. Engage in programs and initiatives that foster a sense of community and inclusion around diving.



**Recognize and Celebrate Success:** Acknowledge and celebrate the achievements of athletes, coaches, officials, and Dive Ontario itself. Publicly recognize and promote the success stories within the diving community to inspire and motivate others.





# Diving into our four-year plan



Over the course of four years, Dive Ontario aims to transform our approach, welcoming a new era of growth, inclusivity, and excellence within the diving community. Each year represents a phase in this strategic evolution, carefully designed to fortify and expand the organization's foundation, reach, and impact.



## **Year 1 - 2024:**

### Building the foundation

Focusing on strengthening recruitment and development initiatives, fortifying organizational structures, and establishing a provincial presence.



## **Year 2 - 2025:**

### Consolidation and Expansion

Focus shifts towards widening the scope of recruitment and development initiatives, enhancing organizational efficiency and refining the invaluable feedback mechanisms from members.



## **Year 3 - 2026:**

### Strengthening and Outreach

Aiming to diversify participation and solidify organizational and program pathways with sustainable practices.



## **Year 4 - 2027:**

### Excellence and Sustainability

Ongoing pursuit of high-performance, excellence and sustainability with continued member growth and retention.

# Year 1: Building the foundation



## **Recruitment, Development & Retention:**

1. Analyze learn to dive and masters diving programs for opportunities to attract new participants.
2. Evolve our high performance pathway with ongoing participation in the Canadian Sport Institute Ontario (CSIO) Ontario High Performance Sport Initiative.
3. Conduct a review of the current training and development programs for coaches and officials.
4. Develop a listing of municipalities that have facilities to support diving programs.

## **Improved Organizational Supports:**

1. Conduct a comprehensive review of current operations and identify areas for improvement.
2. Develop a central resource hub for member clubs, providing best practices, templates, and support materials.
3. Implement a mentorship program to support clubs in need of assistance.
4. Streamline administrative processes to improve efficiency.
5. Explore and engage with corporate, government, and philanthropic entities to diversify funding streams by identifying potential funding sources and partnership opportunities.

## **Provincial Presence:**

1. Develop a marketing strategy to raise the profile of Dive Ontario.
2. Engage in community outreach programs to promote diving and its benefits.
3. Enhance Dive Ontario events and competitions to showcase the sport.
4. Improve our online platform for news, updates, and interactive content to engage with the diving community.



# Year 2: Consolidation and Expansion



## **Recruitment, Development & Retention:**

1. Enhance diving pathways including, learn to dive and masters programs.
2. Develop a plan to allow for continued support with our high performance pathway participation in the Canadian Sport Institute Ontario (CSIO) Ontario High Performance Sport Initiative.
3. Conduct outreach to establish partnerships with municipalities to introduce diving as part of recreational programs.
4. Increase delivery of development workshops and courses.

## **Improved Organizational Supports:**

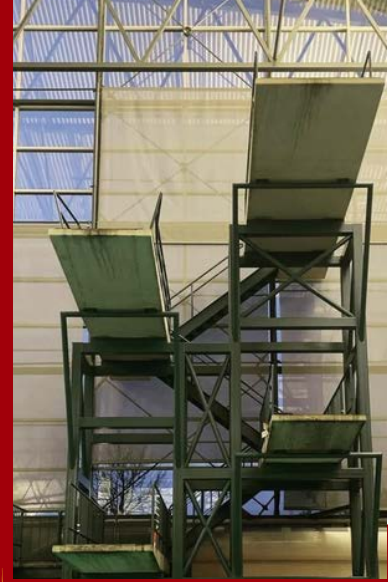
1. Regularly update and improve the resource hub based on feedback from member clubs.
2. Expand the mentorship program to support additional members including officials and coaches.
3. Explore technology to automate administrative tasks.
4. Introduce a member satisfaction survey to gauge the effectiveness of organizational supports.
5. Develop targeted collaboration plans with corporate, government, and philanthropic entities aligned with Dive Ontario's mission.

## **Provincial Presence:**

1. Elevate member club hosted diving events to increase the visibility of Dive Ontario.
2. Collaborate with local media to feature diving stories and athletes.
3. Enhance a social media strategy for engagement and promotion.
4. Enrich the awards program to celebrate the sport and its athletes.



# Year 3: Strengthening and Outreach



## **Recruitment, Development & Retention:**

1. Create a progression pathway with clear steps from learn to dive to high performance levels.
2. Continue to enhance our high performance pathway with ongoing participation in the Canadian Sport Institute Ontario (CSIO) Ontario High Performance Sport Initiative.
3. Strengthen the support of the coaching and official certification process to align with the needs of coaches and officials in Ontario.
4. Establish an Alumni network to engage and foster a growing community.

## **Improved Organizational Supports:**

1. Implement an enhanced focus on safe sport practices, injury prevention, mental health awareness, and ethical conduct.
2. Conduct regular evaluations of member club needs and tailor support accordingly.
3. Develop a robust system to track club and athlete progress.
4. Promote the sharing of success stories and best practices among member clubs.
5. Enhance grant-writing and funding acquisition skills to generate additional access to diverse funding sources.

## **Provincial Presence:**

1. Seek partnerships with corporate sponsors to fund provincial events.
2. Develop a plan to host a national festival or senior championship in Ontario to raise the province's profile.
3. Launch a diving ambassadors program featuring divers across the province.
4. Expand the online platform to include interactive forums and resources for divers.



# Year 4: Excellence and Sustainability



## **Recruitment, Development & Retention:**

1. Continue to refine program pathways to align with evolving needs including outreach to underrepresented communities to diversify the sport.
2. Continue to refine the coaching and official certification and development pathways.
3. Strengthen our high performance pathway with continued participation in the Canadian Sport Institute Ontario (CSIO) Ontario High Performance Sport Initiative.
4. Actively maintain and enhance engagement of the Alumni network.

## **Improved Organizational Supports:**

1. Establish a collaborative initiative among provincial sport offices to create an expansive support network.
2. Develop a long-term strategic plan for organizational sustainability.
3. Create a comprehensive archive of best practices and resources.
4. Focus on making member clubs self-sufficient while continuing to provide guidance as needed.
5. Establish an endowment fund aimed at ensuring the long-term financial health of Dive Ontario through donations, investments, and other sustainable financial strategies.

## **Provincial Presence:**

1. Introduce a masters only competition to promote this pathway within the province and across Canada.
2. Promote the revitalized learn to dive and masters pathways within municipalities.
3. Develop an annual report highlighting the achievements and impact of Dive Ontario.
4. Develop a long-term plan for ongoing sustainability.







# How we monitor progress

Dive Ontario will monitor our Strategic Plan by intertwining an operational plan to support a successful implementation. The operational plan will directly align with the platforms and goals of the four-year plan. The operational plan will have detailed task breakdowns, quarterly performance meetings monitoring overall adherence to outcome measures and KPIs (Key performance indicators) and, opportunities for feedback and adjustments.

The Dive Ontario Board of Directors will develop supporting committee structures to oversee the operational activities and overall deliverables as developed within the operational plan. There will be quarterly status updates for both the Board of Directors and members of the Dive Ontario community.



# Closing remarks

Dive Ontario's Board of Directors would like to thank the Strategic Planning Committee and our members who contributed to the development of this plan. We believe that this plan reflects the passion and commitment of our provincial diving community.

## Contact Us



[info@diveontario.com](mailto:info@diveontario.com)



[www.diveontario.com](http://www.diveontario.com)



[@diveontario](https://www.instagram.com/diveontario)



[@divingontario](https://www.twitter.com/divingontario)



[facebook.com/diveontario](https://www.facebook.com/diveontario)



[youtube.com/diveontario](https://www.youtube.com/diveontario)



<https://www.tiktok.com/@diveontario>

