



# QUEEN'S ATHLETICS & RECREATION STRATEGY

2025 AND BEYOND

**OUR VISION**



**QUEEN'S**

ATHLETICS AND RECREATION CENTRE

**WHERE **ACTIVE** PURSUITS BECOME  
GOLDEN MOMENTS**

# OUR MISSION

To make a tangible difference through shared transformative experiences in participation, play and performance.

# OUR PURPOSE

To provide physical activity and wellness pursuits that inspire, influence and positively contribute to a learning environment, enabling those we serve to thrive. Our collective efforts create an exceptional and inclusive experience for all participants and community members.





# OUR DRIVERS

## I-EDIAA

Athletics & Recreation embeds the principles of Indigenization, Equity, Diversity, Inclusion, Accessibility, and Anti-Racism, in all of its programming, practices, policies and traditions. These principles are present in A&R's daily practices and ensure I-EDIAA considerations are at the forefront of design, development and implementation.

## EXCELLENCE

Athletics & Recreation is committed to a continuous improvement approach that motivates, inspires, and empowers the pursuit of individual or collective goals, measured by a feeling of personal achievement or recognition of the highest standard of performance.

## SUSTAINABILITY

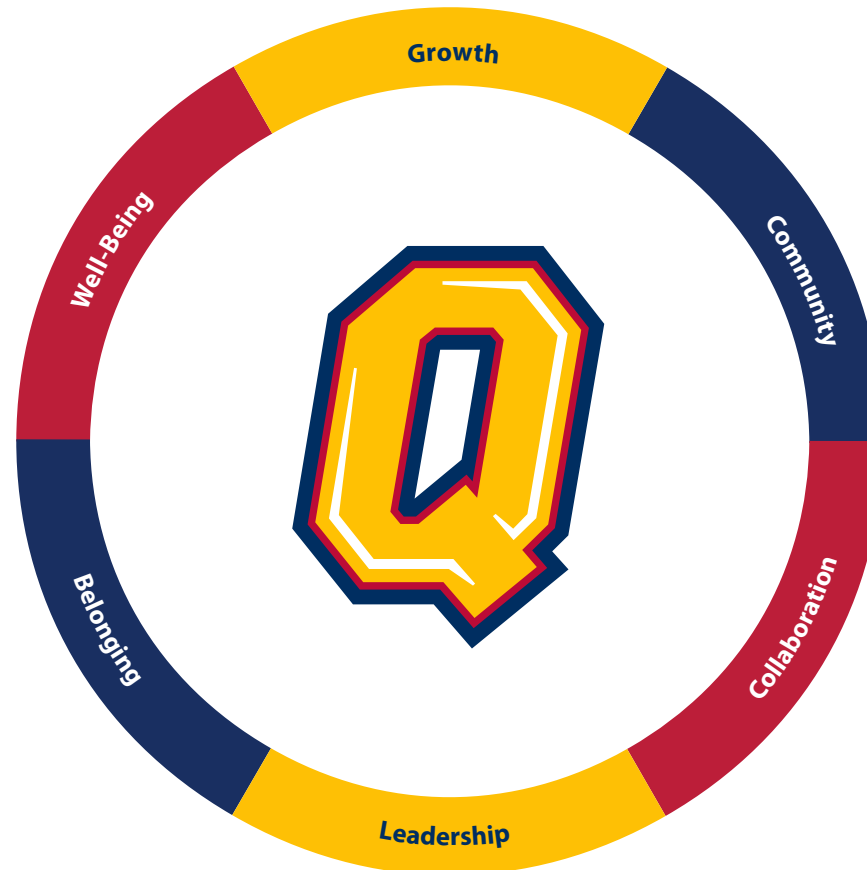
Athletics & Recreation is dedicated to advancing both financial and environmental sustainability across all aspects of its operations. By utilizing resources responsibly, we respect the support provided by the Queen's student community, ensuring the continued quality of our evolving programs, services and events while balancing financial considerations and positive environmental impact.

# OUR VALUES

**We foster** growth in our programs and participants to ensure sustainable advances in education, knowledge building, and leadership skills. By striving to meet and exceed the needs of our evolving membership, we seek to ensure our relevancy and value to the broader community.

**We advocate** for a comprehensive approach to well-being, emphasizing its multi-faceted nature by addressing the needs of individuals, teams, and communities. By prioritizing holistic well-being, we aim to create an environment that supports and nurtures the physical, mental, and social aspects of our participants.

**We operate** as a hub for lifelong relationships within Queen's, Kingston, and the global community that unites and engages these communities through meaningful connection.



**We cultivate** partnerships within Queen's, Kingston, and the global community. We unite and engage these communities through connections built on respect, accountability, and trust.

**We maximize** our diverse experience and expertise to support the various goals, strategies, and priorities of the department.

**We are committed** to serving as campus and community leaders across our endeavours to support and inspire our community in pursuit of their goals, whether in participation, play or performance.

# STRATEGIC GOALS

## ACADEMIC IMPACT

Athletics & Recreation strives to advance Queen's academic mission by using research-driven best practices to support operations and foster student academic achievement. By delivering competitive and recreational activities designed to encourage participation, enhance wellness, and develop skills, we focus on creating an enriching and supportive environment for all students.

# ACADEMIC IMPACT PRIORITIES

1

Develop an integrated service delivery model that links campus services and enhances collaboration to create a comprehensive, effective and supportive system that promotes achievement of academic success.

2

Clearly communicate and substantiate the impact of A&R on fostering academic achievements by highlighting linkages to academic programs and faculties.

3

Integrate evidence-based best practices informed by research and advance knowledge shared by promoting research pursuits across programs, services and spaces.

4

Cultivate a culture of collaboration and continuous learning to enhance the integration of evidence-based practices across all areas.

# STRATEGIC GOALS

## ENRICH CAMPUS CULTURE

Athletics & Recreation's actions are centered on meaningful, relevant, and people-first approaches that enrich the experience and pride of all community members while strengthening their affiliation to the institution. We aim to enhance campus life by transforming traditions, elevating recognition of staff efforts, and celebrating achievements that make a positive difference in the lives of both those served and those providing the service.



# ENRICH CAMPUS CULTURE PRIORITIES

1

Implement alumni engagement strategies that enhance stewardship, strengthen connections, and solicit donations to support health and well-being initiatives, high-performance pursuits, and the overall enhancement of the student experience at Queen's.

2

Increase resource allocation effectiveness by assessing impact and continuously monitoring to ensure financial accountability and the sustainability of identified programs and services.

3

Implement a multi-faceted approach to strengthen A&R's commitment to I-EDIAA and Safe Sport by fostering an environment of trust, accountability, and promoting a culture of respect and inclusivity in sport.

4

Create an engaging and inclusive space where participants and staff feel valued and motivated, celebrating achievements, encouraging collaboration, fostering a growth mindset, and incorporating fun elements while actively seeking feedback.

# STRATEGIC GOALS

## STUDENT LEARNING

Athletics & Recreation is committed to creating diverse co-curricular and experiential learning opportunities that foster student growth through instructed, self-taught, and coached experiences. We support personal development initiatives and skill-building through purposeful leadership and career-focused training to prepare Queen's students for their future endeavours.

# STUDENT LEARNING PRIORITIES

1

Develop innovative strategies to enhance learning, personal growth, and trust by integrating feedback from students. This approach will foster collaboration and ensure that their perspectives and lived experiences are reflected in our daily work.

2

Create growth opportunities that promote leadership, peer-to-peer learning, knowledge transfer, and engagement throughout students' academic journeys, from their first year to their final year.

3

Offer employment opportunities that enhance the learning of casual staff through targeted training, self-development, skill acquisition, and ownership of their development, preparing them for long-term career success.

# STRATEGIC GOALS

## COMMUNITY CONNECTEDNESS

Athletics & Recreation will work to unite Queen's University and its surrounding communities through targeted outreach plans and by attracting people to campus. We aim to enhance the vibrancy of the region by supporting local initiatives, bringing high-profile events to campus, and cultivating valuable partnerships that elevate the profile and reputation of Queen's and the broader community.

# COMMUNITY CONNECTEDNESS PRIORITIES

1

Create intentional opportunities to attract, engage, and bring members of the Kingston and surrounding community to campus.

2

Foster a robust alumni network from various sports and recreational experiences to enhance information sharing and nurture contributions that enrich both the current and future student experience.

3

Establish a strong external presence that extends beyond the campus boundaries to create a positive impact through service projects, outreach programs, and public events.

# STRATEGIC GOALS

## GLOBAL ENGAGEMENT

Athletics & Recreation strives to be recognized as a significant contributor to Queen's University's global engagement strategy by fostering meaningful connections that highlights past achievements and showcases current competitive sports and recreational pursuits. These interactions are designed to demonstrate the relevance and importance of A&R activities, aimed at contributing to the University's culturally significant and positive impact on the global community.



# GLOBAL ENGAGEMENT PRIORITIES

1

Develop an A&R communication, marketing, and promotion strategy with intentional branding designed to achieve global outreach, create a significant impact, and amplify Queen's reach and credibility. This strategy will resonate globally while being adaptable to diverse cultural contexts.

2

Invest in recruitment initiatives for High Performance and Recreation programs that attract, inform, and engage prospective students from around the world, drawing them to Queen's University.

3

Develop outreach and engagement strategies for the global alumni community, incorporating compelling storytelling to strengthen connections and foster a sense of belonging.

# STRATEGIC GOALS

## INCREASED ACCESS

Athletics & Recreation is dedicated to removing barriers to participation and increasing access to programs, services, and facilities to support student well-being and foster meaningful campus and community partnerships. We work to accomplish this through collaborative planning, informed service strategies, and targeted recruitment and retention initiatives, ensuring equity, safety, and the creation of welcoming, inclusive spaces.

# INCREASED ACCESS PRIORITIES

1

Enhance and expand our capacity to serve by identifying and removing specific barriers to participation and play.

2

Increase awareness of programs, services, and spaces by developing a communication strategy that includes diverse outreach methods and targeted messaging.

3

Implement evaluation and assessment mechanisms to gain a clear understanding of user group needs, interests, and levels of engagement.

# OUR PILLARS

Investment in the development, care and support of people and responsibility for building a safe environment and inclusive culture.

Advancing purposeful, planful and coordinated efforts that result in tangible impacts. We act with purpose and clearly defined goals.

Establishing the relevancy of A&R by increasing the visual profile, positive word of mouth stories and influencing perspectives informed by the actions we take.

## PEOPLE

## PURPOSE

## PRESENCE

