

ANTIGUA & BARBUDA SWIMMING FEDERATION

STRATEGIC PLAN

2025 – 2028

DEFINITIONS

VISION: A vision is an expression of the dream, the ideal state of where we are heading. A Vision statement is purpose-driven, audacious, forward-looking, and inspires people to pursue the ultimate ideal. A good vision statement is short and concise.

MISSION: A mission represents what an organization does to achieve its vision. The mission will prioritize what the organization will do to contribute to the attainment of the vision. In the literature, mission also means the organizational purpose.

VALUES: The organizational values are reflective of the culture and beliefs of the organization. They define the organizational culture and DNA, and set the framework for any decisions or actions made by it. It drives people's and organizations' performance and behaviours.

VISION

Swimming Excellence and Access for All

Developing an excellence mindset goes beyond achieving swim results. It is pursuing goals with unwavering commitment and purpose. We envision a future where all our members are encouraged to embrace an excellence mindset and make swimming accessible to all.

MISSION

Our Mission is to increase participation in the sport of swimming as a life skill and for enjoyment, and to provide our competitive swimmers the opportunities to grow and achieve their highest potential and develop leaders both in and out of the pool with an attitude of excellence.

VALUES

- ❖ **Excellence**, it's pursuit across all levels of the sport
- ❖ **Behaviour** of the highest ethical standards, based on the foundations of accountability, integrity, respect, and safety.
- ❖ **Teamwork**. We are committed to working collaboratively with our community and stakeholders.
- ❖ **Improvement** across all levels of the sport
- ❖ **People** – inclusive sport for all

OUR PRIORITIES

1. Sports development
2. Organizational excellence
3. Financial Sustainability
4. Improved infrastructure

Sports Development

1. Create and implement initiatives that grow participation in Aquatics

Strategic Initiatives

- a. Learn to Swim Instructor training to increase the number of instructors to deliver and grow the swim base
- b. Partner with Corporate Antigua to get their staff water safe and swimming
- c. Encourage clubs to partner with a school(s) to provide swim classes
- d. Create initiatives to enhance the retention of swimmers, coaches, officials and administrators; (Support our coaches and officials with the new WA training initiatives for coaches and officials)
- e. Grow Masters by formalizing the membership of Masters athletes/clubs and creating opportunities for competition and development.
- f. advocate the health benefits of lifelong participation in swimming
- g. Support other pathways that will lead our swimmers and officials to embrace another Aquatic discipline (provide an introductory clinic in Water polo/Artistic swimming)

2. Event Hosting

Strategic Initiatives

- a. The ABSF will continue to provide national events to ensure the development of its athletes and provide motivational standards to assist in producing technical excellence from its swimmers.
- b. The ABSF will encourage each club to host an event to build the annual event calendar and provide opportunities for all levels of swimmers to participate.

3. Coach Education and Development

Strategic Initiatives

- a. The ABSF will promote the new World Aquatics certification programs for coaches when it rolls out in 2026 and require all head coaches and assistant coaches to enroll.
 - b. The ABSF will provide support and encouragement for coaches to participate in online webinar coaching courses as required professional development credits annually and any courses offered at swimming championships.
4. *Official's certification, education, and development*
- a. The ABSF will support and encourage our technical officials to certify with the WA new bronze, silver, and gold programs.
 - b. The ABSF will encourage our technical officials to take the online clinics offered by both WA and PAQ.
 - c. The ABSF will provide opportunities locally and regionally for its technical officials to hone their skills through local training and on the online platform.

Organizational Excellence

Strategic Initiatives

1. *The ABSF will create more efficient communication pathways with its constituent clubs and leaders as well as with the general public.*
 - 1) Start a monthly newsletter
 - a) to highlight upcoming events and deadlines that clubs need to pay attention to
 - b) to bring attention to online courses and clinics that athletes, coaches, and officials can take advantage of
 - c) to share the successes of our athletes, coaches, and officials
 - d) to share nuggets of wisdom beneficial to our members
 - 2) Improve the visibility of our organization on social media and mainstream media.
 - 3) Have our federation website revamped and refreshed, thereby encouraging more visitors to our site
 - 4) Solve the issue of maintaining up-to-date national records on the website
 - 5) Meet at least quarterly with club leaders to ensure concerns are addressed
2. *Create a comprehensive policy document that will guide the organization in its conduct. It will include*
 - 1) Updated rules governing team selections for our various national teams
 - 2) Code of conduct for our team managers, coaches and chaperones

- 3) The process and qualifications for persons to apply for the positions of team manager and chaperon(es)
 - 4) Rules governing conflict resolution
 - 5) Rules governing the transfer of swimmers from one club to another
 - 6) Rules governing conflict of interest for members of the executive board and members
 - 7) Creating an Integrity Code document to guide the behavior of all our stakeholders
3. Encourage its members to enroll in clinics, courses, and certification courses in sport administration to strengthen the administration of the organization. (eg. The PAQ Federation certification course)
 4. Leadership and collaboration with sports partners such as Ministry of Sport, the NOC, PAQ and World Aquatics; also with our regional Federations – Carifta and OECS Federations.

Financial sustainability

Strategic Initiatives

1) Revenue Generation

The ABSF will maximise and diversify both private and public sector revenue with the aim of managing financial stability

- a) Annual budgets will be prepared to guide the Federation and provide information to both public and private sector funding sources. This will allow full information to be provided to the Government's athlete development fund and to apply for the World Aquatic Development program.

2) The ABSF will follow the highest standards of financial management and oversight to ensure the long-term viability of the organization and to engender public trust.

- a) Ensure the completion of the long-outstanding financial statements
- b) Maintain up-to-date financial records and annual audits.

3) The ABSF will identify annual fundraisers to help itself generate funds to assist in delivering its program and support to our athletes.

- a) Annual Bubbles Fete (November)
- b) Corporate Solicitations to meet the cost of participating in regional events
- c) Annual Wine & Cheese (June)
- d) Car Raffle (2025) to provide a special fund for a National Aquatic Centre

- e) Hosting of 2 swim events annually

Improved Infrastructure

Strategic Initiatives

1. *Advocate for the improvement of the physical infrastructure so that more people have access to aquatics*

Strategic Initiatives

- a) advocate and facilitate infrastructure development and improvement to provide greater access to swimming for all Antiguans and Barbudans;
- b) develop a central National Aquatic Centre. The Centre will include: a competitive pool facility; a cool down /learn to swim pool; improved training gear retail facility; adequate seating area for spectators and athletes alike; gym facilities; storage facilities; bathroom facilities; an eatery; and office space for the ABSF; Commence building project by January 2026.
- c) work with government agencies, watersports operators, beachfront property owners, the Coast Guard and Life Guards to create greater access to optimal open water locations for our members and for competitions;
- d) obtain the appropriate equipment (timing systems, marker buoys, etc.) for open water swimming events and build the management of Open Water events to position the Federation to be part of a regional open water circuit