



AQUATICS SPORTS ASSOCIATION OF TRINIDAD AND TOBAGO

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AQUATICS SPORTS ASSOCIATION OF TRINIDAD AND TOBAGO

Strategic Plan 2022 – 2026
Transition and Transformation

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ABOUT TRINIDAD AND TOBAGO

3

Full Country Name	Republic of Trinidad and Tobago
Capital	Port of Spain
Government Type	Parliamentary
Location	Caribbean, islands between the Caribbean Sea and the North Atlantic Ocean, northeast of Venezuela
Language	English
Independence	31 August 1962 (from the UK)
Population	Approximately 1,208,789
Natural Resources	Petroleum, Natural Gas and Asphalt
Tourist Attractions Trinidad	Maracas Bay, Asa Wright Nature Centre & Lodge, Caroni Bird Sanctuary, Point-a-Pierre Wildfowl Trust, Five Islands Water Park, Gasparee Caves
Tourist Attraction Tobago	Pigeon Point Beach, Little Tobago Island, Main Ridge Forest Reserve, Fort King George & the Tobago Museum, Bucco Reef and the Nylon Pool
Local Meals	Pelau, Curried Crab and Dumpling, Saltfish Buljol, Provisions, Fish Broth, Roti and Doubles

THE EXECUTIVES OF ASATT & THE NATIONAL AQUATIC CENTRE

4



LINDSAY GILLETTE
President



JOSEPH MCLEOD
1st Vice President



RONALD CORKE
2nd Vice President



DINNORA GILL
Secretary



CHANNIS FORBES
Treasurer



FABIAN DE FRANCE
Assistant Secretary



LIMA ANDREWS-CEDENO
Public Relations Officer



National Aquatic Centre
Balmain, Couva



Indoor
Pool

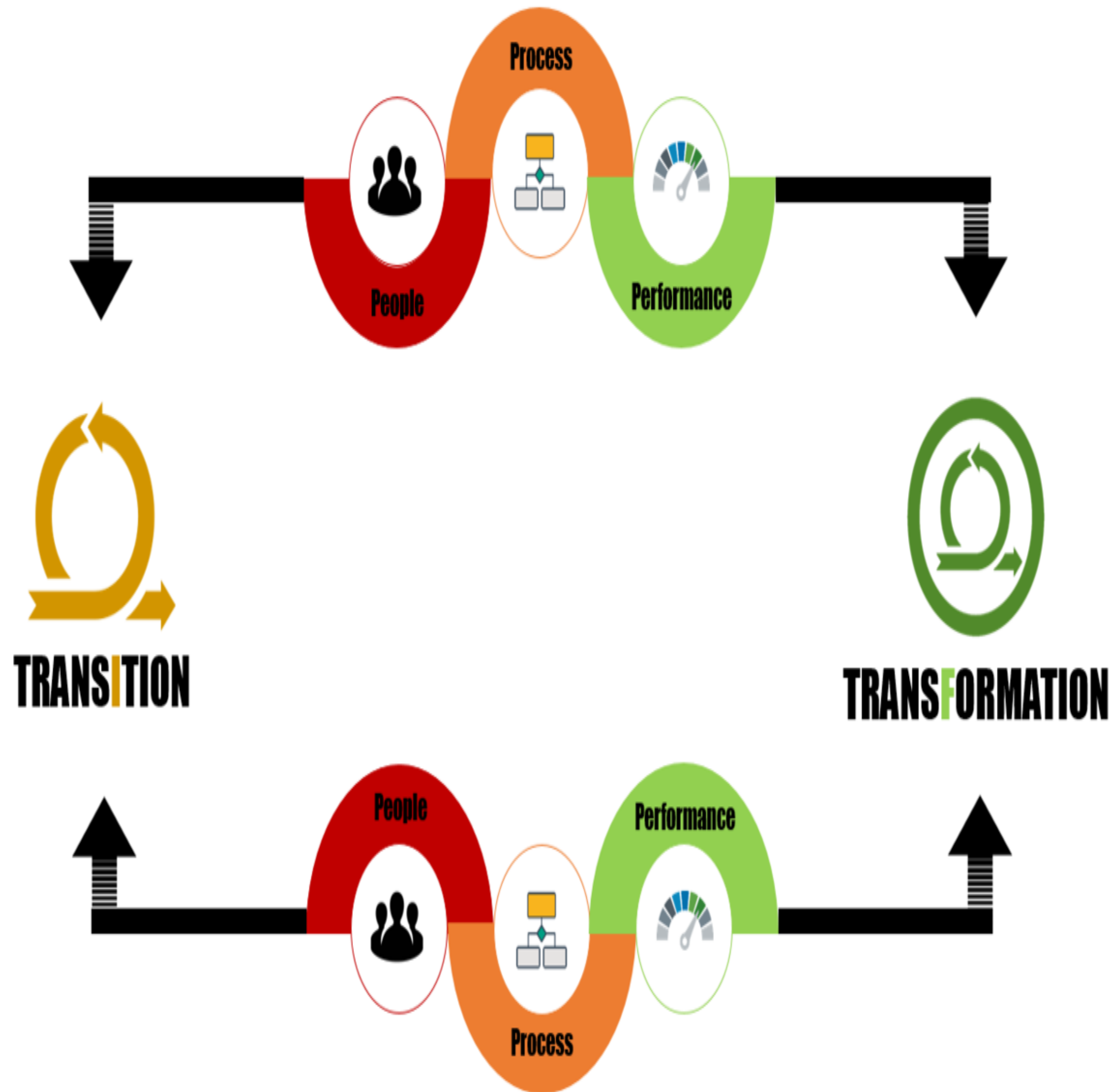


Outdoor Pool



Outdoor Diving Well

- Welcome and Introductions
- Strategic Plan Road Map
- Strategic Planning Model
- Evaluation of ASATT's SWOT (Strengths, Weaknesses, Opportunities, and Threats)
- ASATT's Vision, Mission, and Values
- Strategic Goals and Objectives
- Implementation Plan and Goal Prioritization
- Next Steps
- Discussion/Interpretation, Questions



The revised plan is designed to:

- Create synergy among stakeholders to support aquatic disciplines
- Generate efficient workflows and business processes
- Facilitate greater flexibility and agility in planning and decision making
- Serve the needs of our athletes, technical officials, and coaches

The development process for the strategic plan included the following key elements:

- Analysis of strengths, weaknesses, opportunities, and threats
- Review of the mission, vision, and core values
- Identification of strategic priorities and objectives and development of an action plan

ASATT's – STRATEGIC PILLARS

7



REFINING ASATT'S MISSION, VISION AND CORE VALUES

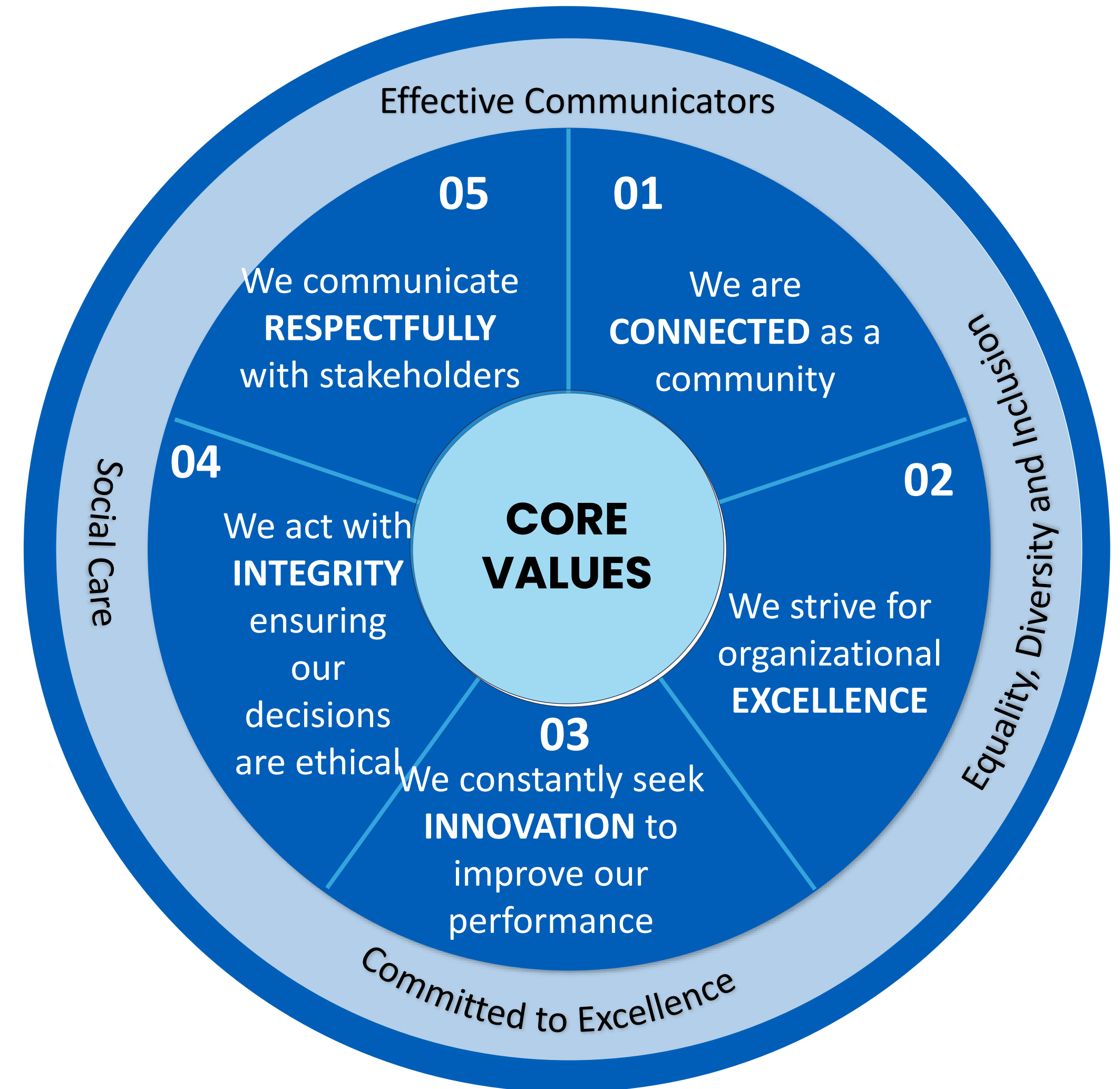
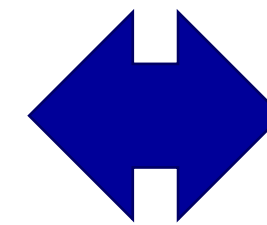
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VISION

To build a progressive, inclusive, transparent, and supportive aquatic community

MISSION

To ensure the longevity of aquatic sports through strategy, technology, innovation, and financial insight. sound business operations

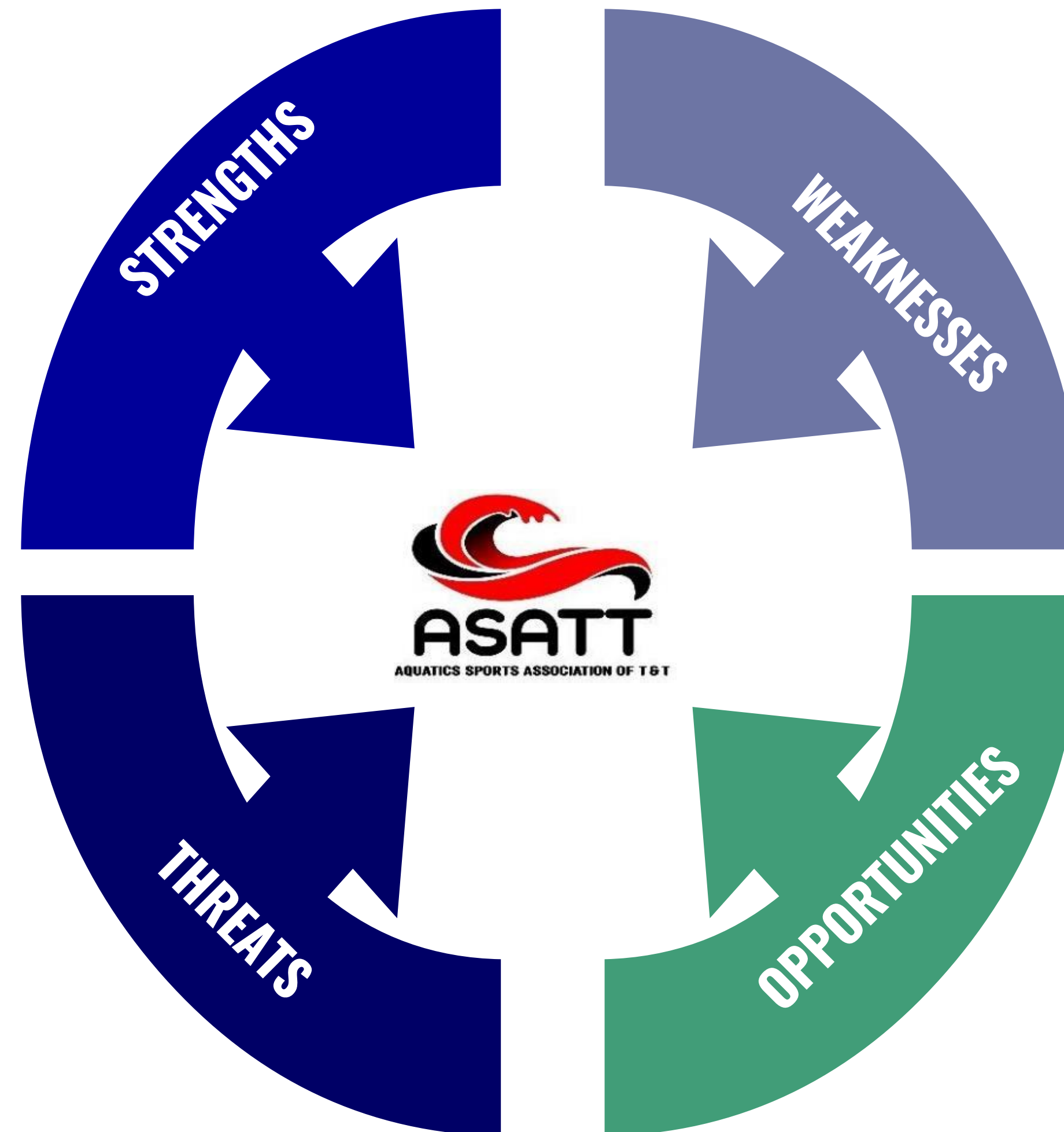


ASATT's-SWOT ANALYSIS

9

- Nationally and Internationally recognized with a strong brand identity.
- Support from FINA and PANAM Aquatics.
- World-class National Aquatic Centre.
- A legacy institution with strong national and regional reputations and brand recognition for skills training and human development.
- The only indigenous Association in Trinidad and Tobago created to drive the development of national aquatic sports.
- Developed website and social media platforms.
- Dedicated volunteers for local organizing commissions.
- Financial audited statements.
- Defined swim meet structure with the ability to effectively host competitions.
- Diverse aquatic community, including athletes, coaches, administrators, and commissions

- Lack of funding and sponsorship for athletes.
- Environmental degradation and natural disaster impacts.
- Fragmentation within the general membership.
- Lack of aquatic diversity (inability to participate in all aquatic disciplines).
- Resistance to change (members thrive on self-gratification).
- Limited access to use the National Aquatic Centre.
- Lack of innovation and use of new technology.
- Lack of structure for the development of aquatic programmes.



- Functional and competency gaps in some areas within the Association's structure.
- Weak governance and management structures and processes.
- Poor communication with stakeholders.
- No accreditation from FINA.
- No long-term development plan for athletes and club structure.
- No grassroots projects or community engagement.
- Limited marketing and social media activities.
- Developing less high-performance athletes at the adolescent age.
- **Timely release qualifying standard times and processes for international competitions.**
- processes for international competitions.
- Inefficient administrative policies and processes across the Association.
- Lack of athlete-centredness and poor responsiveness to the needs and concerns of athletes.
- Lack of synergy and connectedness among the fraternity.

- International competitions.
- Collaborative support from FINA and PANAM Aquatics.
- Access to professional development programmes.
- New aquatic disciplines provide unprecedented opportunities in world championships.

ASATT'S STRATEGIC OBJECTIVES

10

STRATEGIC PRIORITY	GOALS	STRATEGIC OBJECTIVES
1. Governance, Quality Management, and Institutional Effectiveness	To improve ASATT's operational framework to ensure processes are compliant, efficient, transparent, and ethical	- Fostering equity, consistency, and transparency in the aquatics environment through constitutional reform at the end of September 2023 - Strengthen ASATT's policies and procedures to achieve greater efficiency in allocating and optimizing ASATT's resources at the end of September 2023
	To strengthen ASATT's internal quality management and systems for external review and accreditation.	Review and revise key business processes to improve organizational effectiveness and support the evolving needs of ASATT at the end of September 2023
2. Development of Aquatic Disciplines and Human Capital	To develop a framework that identifies the development needs and establishes professional training programs for all aquatic disciplines and ASATT's human capital	Develop and implement a curriculum and pathway that increases participation and athlete performance in all aquatic disciplines at the end of September 2025
3. Develop a framework that supports the development of elite athletes and retains the services of world-class experts in sports science and medicine	To Develop a clear performance pathway structure and supporting curriculum	Ensure our aquatic disciplines are aligned with FINA's standards at the end of September 2025

ASATT'S STRATEGIC OBJECTIVES

11

STRATEGIC PRIORITY	GOALS	STRATEGIC OBJECTIVES
4. Strengthen stakeholder relationships to promote and foster the development of partner relations to support aquatic sports	To work with identified stakeholders/partners to find economies of scale and scope in areas such as events, administrative costs, promotion and communication	Identify and enhance strategic relationships that will positively impact aquatic disciplines at the end of December 2025
5. Establish a marketing and social media plan that supports ASATT's brand and engages the community, sponsors, and worldwide audiences.	Strengthen ASATT's marketing and social media platforms	- Develop a marketing and promotional plan with established communications strategies at the end of December 2025 - Conduct data analysis to improve understanding of key stakeholders and tailor messaging and communication activities at the end of March 2023
6. To develop diversified sources of revenue and maximize revenues for sustainable growth of aquatic disciplines	To demonstrate fiscal sustainability and accountability to provide a solid financial foundation for the achievement of ASATT's mission	- Develop diversified sources of revenue and maximize revenues for sustainable growth of aquatic disciplines at the end of December 2025 - Support the strategic plan initiatives through targeted fundraising options at the end of December 2025

ASATT'S ACTION PLAN JULY 2022– DECEMBER 2023

12

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN JULY-DECEMBER 2022	WHEN	WHO	BUDGET
1. Governance, Quality Management, and Institutional Effectiveness	Fostering compliance, equity, consistency, and transparency in the aquatics environment through constitutional reform at the end of September 2023	- Review ASATT's governance structure, develop and implement new constitution - Communicate new constitution via written document and special meetings with all stakeholders	September 2022 to September 2023	2nd Vice President Administrative Manager Secretary Commissions	\$5,000.00
	Strengthen ASATT's policies and procedures to achieve greater efficiency in allocating and optimizing ASATT's resources at the end of September 2023	- Develop and implement policies, procedures and guidelines to reduce timelines and ensure responsiveness to Commissions and changing environment - Obtain approval of policies, procedures and guidelines for Commissions - Communicate policies, procedures and guidelines for Commissions via written document and council meeting	September 2022 to September 2023	President Vice Presidents Administrative Manager Commissions Public Relations Officer	\$50,000.00

ASATT'S ACTION PLAN JULY2022 – DECEMBER 2025

13

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN JULY-DECEMBER 2022	WHEN	WHO	BUDGET
1. Governance, Quality Management, and Institutional Effectiveness	Review and revise key business processes to improve organizational effectiveness and support the evolving needs of ASATT at the end of September 2023	- Monitor and review where required procedures, processes and systems to reduce timelines and ensure responsiveness to ASATT's stakeholders and changing environment - Enhance communication and build authentic collaborative relationships with stakeholders	September 2022 to September 2023	2nd Vice President Administrative Manager Public Relations Officer	\$15,000.00
2. Development of Aquatic Disciplines and Human Capital	Develop and implement a curriculum and pathway that increases participation and athlete performance in all aquatic disciplines at the end of September 2025	- Formulate commissions for artistic swimming, diving and high diving to develop curriculum and standard qualifying times for competitions - Identify and coordinate the training needs for aquatic disciplines; develop and implement a professional training plan for executive members, coaches, technical officials, and athletes	October 2024 to September 2025	President Vice Presidents Other stakeholders	\$350,000.00
			June 2022 to September 2025	President Vice Presidents Public Relations Officer Commissions Secretary	\$450,000.00

ASATT'S ACTION PLAN JULY 2022 – DECEMBER 2025

14

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN JULY-DECEMBER 2022	WHEN	WHO	BUDGET
3. Develop a framework that supports the development of elite athletes and retains the services of world-class experts in sports science and medicine	• Ensure our aquatic disciplines are aligned with FINA's standards at the end of September 2025	• Formulate an Athlete's Commission; design and implement a Long-Term Athlete Development (LTAD) program for all disciplines	August 2024 to January 2025	President Vice Presidents Commissions	\$400,000.00
		• Communicate the Athlete's Commission; Long-Term Athlete Development program (LTAD) with all stakeholders	December 2024 to February 2025	President Vice President Administrative Manager Secretary	\$15,000.00
		• Review and align national competition structure in alignment with FINA and international standards	June 2022 to September 2025	President Vice Presidents Commissions	\$280,000.00
		• Deliver a flexible training schedule of camps, clinics and competitions to meet the needs of athletes, coaches and technical officials	June 2022 to December 2024	President Vice Presidents Commissions Public Relations Officer Secretary	\$400,000.00

ASATT'S ACTION PLAN JULY 2022 – DECEMBER 2025

15

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN JULY-DECEMBER 2022	WHEN	WHO	BUDGET
4. Strengthen stakeholder relationships to promote and foster the development of partner relations to support aquatic sports	Identify and enhance strategic relationships that will positively impact aquatic disciplines at the end of December 2025	Establish Standing Committees as needed to better support the needs of aquatic disciplines	June 2022 to December 2025	President Vice President Commissions	
		Partner with aquatic federations to ensure events are economically viable and that future legacy partnerships will be built into agreements and knowledge transfer to host future aquatic events	June 2022 to December 2025	President Vice Presidents Commissions	\$500,000.00

ASATT'S ACTION PLAN JULY 2022 – DECEMBER 2025

16

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN JULY-DECEMBER 2022	WHEN	WHO	BUDGET
5. Establish a marketing and social media plan that supports ASATT's brand and engages the community, sponsors, and worldwide audiences.	Develop a marketing and promotional plan with established communications strategies at the end of December 2025	Develop and implement event promotional tools and processes to promote upcoming events, report results, and provide human interest stories to community media	June 2022 to December 2025	2nd Vice President Public Relations Officer	\$90,000.00
	Conduct data analysis to improve understanding of key stakeholders and tailor messaging and communication activities at the end of December 2025	Exploit Facebook and google analytics to enhance ASATT's virtual and physical public spaces to improve social engagement	June 2022 to December 2025	2nd Vice President Public Relations Officer	\$60,000.00
		Develop and implement a marketing and promotional plan for press releases, event promotions and social media aligned with ASATT's branding	July 2022 to March 2023	President 2nd Vice President Public Relations Officer	\$95,000.00

ASATT'S ACTION PLAN JULY 2022 – DECEMBER 2025

17

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN JULY-DECEMBER 2022	WHEN	WHO	BUDGET
6. To develop diversified sources of revenue and maximize revenues for sustainable growth of aquatic disciplines	Develop diversified sources of revenue and maximize revenues for sustainable growth of aquatic disciplines at the end of December 2025	Review and monitor ASATT's annual budget and prepare financial reports	November 2021 to December 2025	President Treasurer	
	Support the strategic plan initiatives through targeted fundraising options at the end of December 2025	Host fundraising activities and international competitions through collaborative relationships/partnerships	June 2022 to December 2025	President Vice Presidents Treasurer Commissions	\$400,000.00

ASSESSMENT 2022 – ACTION PLAN VS IMPLEMENTATION PLAN

18

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	EVALUATION KPI'S	WHEN
1. Governance, Quality Management, and Institutional Effectiveness	Fostering compliance, equity, consistency, and transparency in the aquatics environment through constitutional reform at the end of September 2023	a. Implemented constitution b. Accountability of commissions c. Increased stakeholder awareness of ASATT's strategic direction d. 100% Compliance with FINA's requirements e. Transparent decisions and processes	September 2022 to September 2023
	Strengthen ASATT's policies and procedures to achieve greater efficiency in allocating and optimizing ASATT's resources at the end of September 2023	a. 100% Stakeholder compliance with approved policies and procedures b. Established internal control mechanisms c. 100% Transparency in all activities	September 2022 to September 2023
	Review and revise key business processes to improve organizational effectiveness and support the evolving needs of ASATT at the end of September 2023	a. Reduced turnaround timelines for administrative processes b. 100% Stakeholder compliance with approved procedures and processes c. 80% Reduction of complaints from stakeholders d. 80% Increase response time to ASATT's stakeholders e. Use of technology and simplified processes	September 2022 to September 2023

ASSESSMENT 2022 – ACTION PLAN VS IMPLEMENTATION PLAN

19

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	EVALUATION KPI'S	WHEN
2. Development of Aquatic Disciplines and Human Capital	Develop and implement a curriculum and pathway that increases participation and athlete performance in all aquatic disciplines at the end of September 2025	a. Established commissions b. 25% Increase in the number of athletes participating in all aquatic disciplines c. 10% Increase in club-activated multi-aquatic programs d. An established performance pathway and curriculum e. Established qualifying times for competitions	October 2024 to September 2025
3. Develop a framework that supports the development of elite athletes and retains the services of world-class experts in sports science and medicine	a. Ensure our aquatic disciplines are aligned with FINA's standards at the end of September 2025	a. Optimised competition exposure for athletes b. Number of camps hosted to address technical areas of weakness for coaches and athletes c. Enhanced focus on all disciplines to maximise medal opportunities d. 25% Increase in skills and competencies of coaches, technical officials and athletes e. Performance driven culture increased by 50% f. Efficient and well-hosted competitions g. Opportunities awarded by international federations to host international competitions	June 2022 to September 2025

ASSESSMENT 2022 – ACTION PLAN VS IMPLEMENTATION PLAN

20

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	EVALUATION KPI'S	WHEN
4. Strengthen stakeholder relationships to promote and foster the development of partner relations to support aquatic sports	Identify and enhance strategic relationships that will positively impact aquatic disciplines at the end of December 2025	a. Strengthened relationships with aquatic commissions across disciplines b. Opportunities awarded to host international competitions c. Financial sustainability increase by 20% d. Developed terms of reference for commissions e. Established technical commissions f. Opportunities awarded to host international competitions g. Financial sustainability increase by 20% h. Strengthened relationships with the Trinidad and Tobago Olympic Committee, The Sport Company of Trinidad and Tobago, FINA, PANAM Aquatics and international federations	June 2022 to December 2025

ASSESSMENT 2022 – ACTION PLAN VS IMPLEMENTATION PLAN

21

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	EVALUATION KPI'S	WHEN
5. Establish a marketing and social media plan that supports ASATT's brand and engages the community, sponsors, and worldwide audiences.	Develop a marketing and promotional plan with established communications strategies at the end of December 2025	a. Brand identity and awareness strengthened by 70% b. 50% Increase in social media followers c. 50% Increase in third-party content sharing d. 50% Increase in reactions and interaction on social media and website platforms	June 2022 to December 2025
	Conduct data analysis to improve understanding of key stakeholders and tailor messaging and communication activities at the end of December 2025		

ASSESSMENT 2022 – ACTION PLAN VS IMPLEMENTATION PLAN

22

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	EVALUATION KPI'S	WHEN
6. To develop diversified sources of revenue and maximize revenues for sustainable growth of aquatic disciplines	Develop diversified sources of revenue and maximize revenues for sustainable growth of aquatic disciplines at the end of December 2025	a. Accuracy and completeness of financial records b. 25% Reduction in financial liabilities c. Ability to maintain cash reserves to be self-sufficient for six months	November 2021 to December 2025
	Support the strategic plan initiatives through targeted fundraising options at the end of December 2025	a. Number of international competitions held b. 20% Increase in the diversity of revenue streams c. 10% Increase in annual funding partnerships and sponsorship d. 10% Increase in sports development grants	June 2022 to December 2025

2023-2025 PLANS

23

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN JULY-DECEMBER 2022	WHEN	WHO
1. Governance, Quality Management, and Institutional Effectiveness	Fostering compliance, equity, consistency, and transparency in the aquatics environment through constitutional reform at the end of September 2023	- Review ASATT's governance structure, develop and implement new constitution - Communicate new constitution via written document and special meetings with all stakeholders	September 2022 to September 2023	2nd Vice President Administrative Manager Secretary Commissions
	Strengthen ASATT's policies and procedures to achieve greater efficiency in allocating and optimizing ASATT's resources at the end of September 2023	- Develop and implement policies, procedures and guidelines to reduce timelines and ensure responsiveness to Commissions and changing environment - Obtain approval of policies, procedures and guidelines for Commissions - Communicate policies, procedures and guidelines for Commissions via written document and council meeting	September 2022 to September 2023	President Vice Presidents Administrative Manager Commissions Public Relations Officer

2023–2025 PLANS

24

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN 2023	WHEN	WHO
1. Governance, Quality Management, and Institutional Effectiveness	Review and revise key business processes to improve organizational effectiveness and support the evolving needs of ASATT at the end of September 2023	- Monitor and review where required procedures, processes and systems to reduce timelines and ensure responsiveness to ASATT's stakeholders and changing environment - Enhance communication and build authentic collaborative relationships with stakeholders	September 2022 to September 2023	2nd Vice President Administrative Manager Public Relations Officer
2. Development of Aquatic Disciplines and Human Capital	Develop and implement a curriculum and pathway that increases participation and athlete performance in all aquatic disciplines at the end of September 2025	Identify and coordinate the training needs for aquatic disciplines; develop and implement a professional training plan for executive members, coaches, technical officials, and athletes	June 2022 to September 2025	President Vice Presidents Public Relations Officer Commissions Secretary

2023– 2025 PLANS

25

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN 2023	WHEN	WHO
3. Develop a framework that supports the development of elite athletes and retains the services of world-class experts in sports science and medicine	• Ensure our aquatic disciplines are aligned with FINA's standards at the end of September 2025	• Review and align national competition structure in alignment with FINA and international standards	June 2022 to September 2025	President Vice Presidents Commissions
		• Deliver a flexible training schedule of camps, clinics and competitions to meet the needs of athletes, coaches and technical officials	June 2022 to December 2024	President Vice Presidents Commissions Public Relations Officer Secretary

2023–2025 PLANS

26

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN 2023	WHEN	WHO
4. Strengthen stakeholder relationships to promote and foster the development of partner relations to support aquatic sports	Identify and enhance strategic relationships that will positively impact aquatic disciplines at the end of December 2025	Establish Standing Committees as needed to better support the needs of aquatic disciplines	June 2022 to December 2025	President Vice President Commissions
		Partner with aquatic federations to ensure events are economically viable and that future legacy partnerships will be built into agreements and knowledge transfer to host future aquatic events	June 2022 to December 2025	President Vice Presidents Commissions

2023-2025 PLANS

27

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN JULY-DECEMBER 2022	WHEN	WHO
5. Establish a marketing and social media plan that supports ASATT's brand and engages the community, sponsors, and worldwide audiences.	Develop a marketing and promotional plan with established communications strategies at the end of December 2025	Develop and implement event promotional tools and processes to promote upcoming events, report results, and provide human interest stories to community media	June 2022 to December 2025	2nd Vice President Public Relations Officer
	Conduct data analysis to improve understanding of key stakeholders and tailor messaging and communication activities at the end of December 2025	Exploit Facebook and google analytics to enhance ASATT's virtual and physical public spaces to improve social engagement	June 2022 to December 2025	2nd Vice President Public Relations Officer
		Develop and implement a marketing and promotional plan for press releases, event promotions and social media aligned with ASATT's branding	July 2022 to March 2023	President 2nd Vice President Public Relations Officer

2022-2025 PLANS

28

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	ACTION PLAN JULY-DECEMBER 2022	WHEN	WHO
6. To develop diversified sources of revenue and maximize revenues for sustainable growth of aquatic disciplines	Develop diversified sources of revenue and maximize revenues for sustainable growth of aquatic disciplines at the end of December 2025	Review and monitor ASATT's annual budget and prepare financial reports	November 2021 to December 2025	President Treasurer
	Support the strategic plan initiatives through targeted fundraising options at the end of December 2025	Host fundraising activities and international competitions through collaborative relationships/partnerships	June 2022 to December 2025	President Vice Presidents Treasurer Commissions

THANK YOU!

29

These developments, signal ASATT's commitment to support the sustainable development of Trinidad and Tobago's aquatic disciplines and to produce resilient and elite athletes with competencies, attitudes and values which will serve to strengthen our communities and contribute to the harmony and prosperity of our nation.