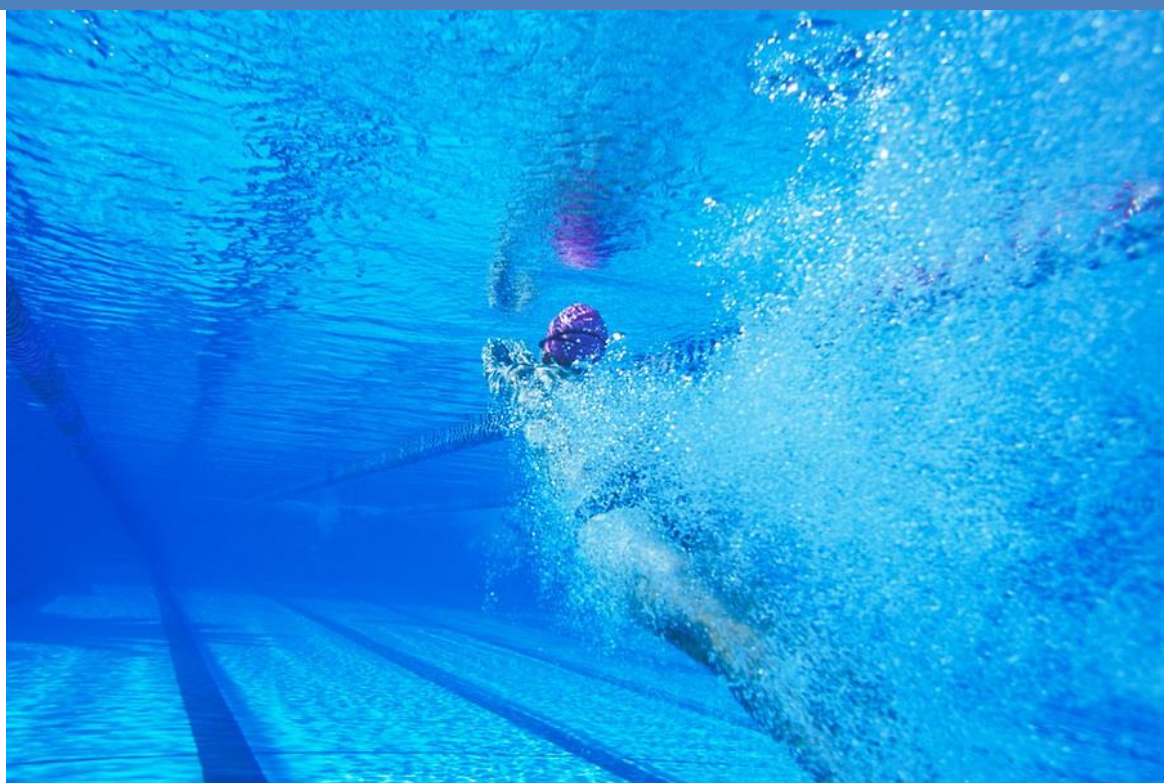




CAYMAN ISLANDS AQUATIC SPORTS ASSOCIATION

STRATEGIC PLAN



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TECHNICAL DIRECTOR

AMENDED AND RESTATED

2016 – 2020

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INTRODUCTION

The purpose and objective of this strategic plan is to set out the most advantageous and positive direction for Cayman Islands Aquatic Sports, each of which has swimming as a foundation. The strategic plan will have clearly identified objectives for swimming at all levels with detail for pool and open water swimming. Further we will begin to outline a general plan for the future of the sports of water polo and synchro.

To date CIASA's primary focus has been on supporting local clubs, national representative teams and the organisation and delivery of pool and open water swimming events held in the Cayman Islands. It is believed that by broadening the scope of CIASA's responsibilities this will not only raise the profile of Cayman Islands Swimming but more importantly will:

- increase participation in all levels of the sport
- provide quality assurance
- address water safety issues
- see a growth in the population's swimming abilities (safety)
- improve the coordination and structure of swimming events
- maximise performance outcomes
- promote a presence and positive image for Cayman Swimming in the Caribbean region and beyond

It is therefore proposed that the Governing Body become involved in the wider facilitation, development, implementation, promotion and regulation of:

- Swimming Development
- Pool and Open Water Competitive Swimming
- Water Polo
- Synchronised Swimming
- Masters

As such, a framework needs to be established that clearly outlines the strategic and operational direction of CIASA to all stakeholder groups and which will provide an integrated and systematic approach to achieving the strategic outcomes identified in this document.

PREAMBLE

The Strategic Plan aims to provide Cayman Islands Swimming with a clear direction for the next 4 years and identifies significant enhancements and new initiatives with the objective of taking the sport on the next steps in its journey towards expansion and success.

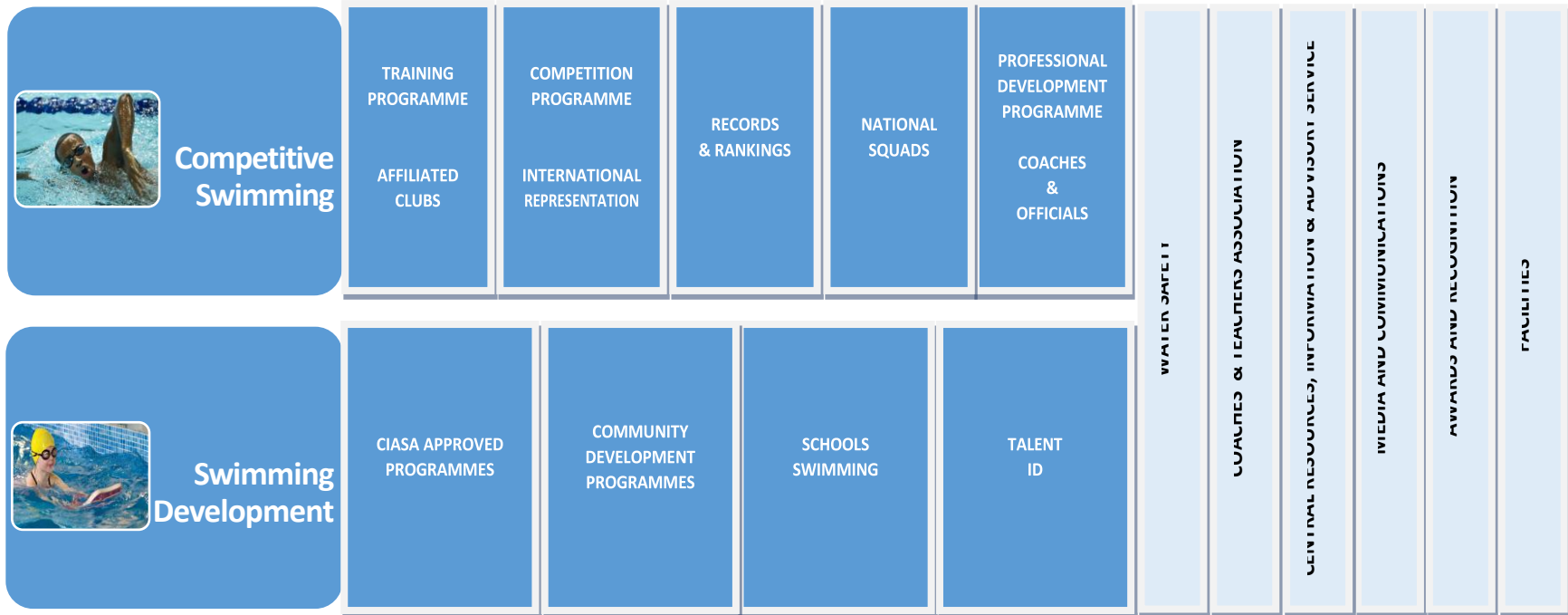
In summary, the key elements of the plan include:

- The introduction of CIASA Approved/Kite Marked Learn-To-Swim Programmes
- Extending water safety and swimming opportunities to the wider population via the establishment of Community Development Programmes
- Supporting and assisting in the development of the School Swimming Programmes to ensure the delivery of quality swimming instruction for every child.
- Increasing awareness of a water safety through the delivery of an education & training Programmes on risks and prevention.
- Establishing a structured and results driven domestic and international competition Programmes incorporating Disability and Masters Swimming
- The provision of professional development opportunities for swimming coaches, teachers and officials.
- Building on the current media and communications systems to continue to raise awareness and the profile of Cayman Islands Swimming
- Establishing a central resource and information centre
- Introducing a system of awards and recognition to acknowledge individual and club achievements

In addition, longer term proposals and targets have also been identified for 2020 and beyond.

PROPOSED INITIATIVES

The diagram below illustrates the key components of the proposed CIASA Competitive and Development Swimming initiatives and how these fit within the strategic framework. Competitive and development swimming are the foundation of all competitive aquatic sports.



AQUATIC SPORTS DEVELOPMENT

1. CIASA APPROVED SWIM PROGRAMMES

There are a number of agencies delivering Learn-To-Swim Programmes and these are still largely unregulated and/or uncoordinated.

To promote best practice, it is the intention to have CIASA Approved Programmes that will be quality assured. This voluntary scheme would encourage operators to achieve a CIASA Approved Programmes 'Kite Mark' to set them apart from other local deliverers.

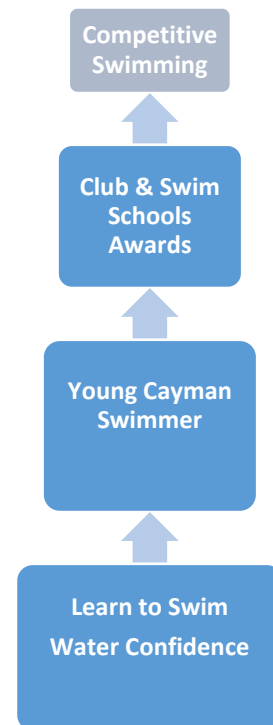
Swim Programmes would be required to apply for CIASA approval and once registered, receive the benefits of a CIASA Kite Mark, CIASA endorsement & promotion, and CIASA advice on professional matters.

The process of registration, approval and monitoring has been developed as part of the delivery plan but in brief, organisations are required to have the following minimum standards to be considered as a CIASA Approved Swim Programme:

- A well-structured Programme with progression leading to swimming competency
- Qualified Personnel
- Suitable Facility/Venue
- Appropriate Pupil/Teacher Ratio
- Safety Procedures
- Insurance
- Community Service Provision

Examples of organisations that may wish to apply include:

- Learn-To-Swim Programmes - Public (Government)
- School Swimming Programme
- Swim Schools (Private)
- Vacation Learn-To-Swim Programmes



2. COMMUNITY DEVELOPMENT PROGRAMME

The objective of the Community Development Programme is to extend opportunities to the wider community with the aim of promoting water safety and increasing engagement in aquatic activities at every level.

In the main, swimming programmes are centred in the SMB and George Town areas. However, extending services to outreach areas such as West Bay, East End, North Side, Bodden Town and the Sister Islands would provide greater accessibility to services, minimise travel and reduce travel costs.

The development of Community Programme will involve CIASA's continued commitment to:

- Encouraging and supporting current service providers (Learn-To-Swim and Competitive Club Programme) to extend their activities/businesses into the wider communities
- Coordinating and supporting (financially and/or organisationally) CIASA Approved Programme to operate Mobile Swim Schools. These would be, for example, 1 week courses utilising suitable areas of the ocean, existing facilities, schools, hotels/condominium, mobile temporary pools etc. and delivered by CIASA Approved Programme as part of their 'giving to the community' obligation.
- Appointing sporting ambassadors such as alumni to participate in swimming awareness projects in communities
- Promoting and organising aquatic events in the communities
- Liaising with the extended after school Programme (EASP) to provide appropriate support.

3. SCHOOLS SWIMMING

The most effective way of promoting swimming and water safety to large numbers of children is through the school swimming Programme.

Swimming is an essential part of the school curriculum and is included in the Cayman Islands National Curriculum for Physical Education and Health (2008).

CIASA/Technical Director works closely with the Senior Swimming Instructor to develop an exciting and vibrant Programme of school swimming; this Programme to include teaching, development, water safety and competition.

The Technical Director with the Senior Swimming instructor will continue to make regular visits to the facilities and maintain contact with the Head Teachers/Heads of department to support and monitor.

Further CIASA recognises the need for more Learn-To-Swim opportunities in the Cayman Islands. For that reason, CIASA continues to seek support for the CIASA Learn-To-Swim Programme (Appendix A)

4. TALENT IDENTIFICATION

Talent Identification and selection is a complex process involving consideration of the physical and anthropometric characteristics of an athlete, environmental and sociological factors, as well as maturational issues across the developmental cycle. An athlete's innate ability to adapt and respond to a training programme will also be a determining factor in their sporting success.

Given the complexity and resources required to implement an all embracing talent screening process the Technical Director in conjunction with the Senior Swimming Instructor works to identify swimmers who should be encouraged to participate in a year round swimming Programme.

Individuals who have been 'spotted' and believed to have the required swimming attributes (as identified by the Technical Director, coach, official or school swimming/PE teacher, etc.) would be assessed further by the Technical Director and where appropriate offered a suitable Programme and opportunities to fulfil their potential.

COMPETITIVE SWIMMING

Competitive swimming both in the pool and open water are key areas for CIASA, where the aim is to create a focused, professional and enjoyable Programme of swimming for all; an inclusive approach which takes into consideration the developmental stage of the swimmer.

Given that a high percentage of senior swimmers are likely to move off island to pursue an academic career, the competitive Programmes would be directed primarily at swimmers below university age. However, CIASA would continue to recognise the importance of senior and retired swimmers as role models and ambassadors for the Cayman Islands on the global stage. To this end CIASA offers support during their senior swimming years and will work to provide a quality training environment each time they return to the island. For swimmers seeking to move off island for educational purposes, the Technical Director would be available to provide advice and guidance on overseas academic and swimming opportunities e.g. swimming scholarships etc.

With the full commitment of all stakeholders to the proposed recommendations, then Cayman Islands Swimming can once again be competitive in the junior international arena and ultimately follow the success of Cayman Islands swimming ambassadors and legends such as Tina Abbott, Shauna Powell, Andrew MacKay, Heather Roffey, Shaune and Brett Fraser, Landon Von Kanel, Kaitlyn Elphinstone and Jennifer Powell at Olympic and World level.

WATER POLO AND SYNCHRONISED SWIMMING

We believe the sports of water polo and synchronised swimming can offer local swimmers a different sporting experience. The difference in experience will in turn allow swimmers, particularly young swimmers a different environment which may bring them to aquatic sports for the first time, keep them in sports longer or add to a life time of experiences in aquatic sports. For this reason, it is our intention to grow water polo and synchronised swimming in the Cayman Islands while not taking from resources already allocated to the sports of pool and open water swimming.

1. TRAINING PROGRAMMES AND AFFILIATED CLUBS

There are currently 3 registered clubs in operation, Seven Mile Swimmers, Camana Bay Aquatic Club and Stingray Swim Club on Grand Cayman and a new developing Programme on Cayman Brac. Each cater to swimmers in the Development, Participation and Performance categories.

These clubs enjoy a healthy rivalry which, through competition, continues to increase the standards of competitive swimming. The clubs also provide opportunities for volunteers to become experienced and qualified in a range of activities including event organisation and officiating.

While the Cayman Islands have a relatively small “swimming community” there is still a possibility for growth by developing community based clubs/Programme catering for a larger geographical spread. This would encourage more involvement in the sport by alleviating transport/logistical issues, and ultimately raise performance levels through increased participation. New pools at Clifton Hunter and on Cayman Brac still need to be intergraded into the daily structure of competitive swimming in the Cayman Islands.

To this end CIASA would promote the formation of new clubs or the extension of existing club Programme into outlining areas of the islands. In particular, it is our intention to be creative in the use of these pools in the development of the sports of water polo and synchronised swimming. To that end the Technical Director will continue to liaise with interested parties and work closely with them to initiate development plans.

It should also be noted that the CIASA Club Development Programme is considered a key initiative toward insuring and maintaining the quality of CIASA Programmes that parents and the community as a whole have come to expect. Please see Appendix B for more details regarding this Programme.

On a day to day basis, the Technical Director is available to all clubs to advise on such matters as principles of training, land conditioning, competition calendars and other related technical matters.

2. COMPETITION PROGRAMMES

▶ DOMESTIC MEETS

Local clubs are responsible for scheduling and organising their own meets but need to apply to CIASA for approval. See Appendix C for further information on the Sanctioning Process.

To ensure quality assurance of officiating, and to assist with calendar planning and Programming, it has been proposed that prior to each competitive cycle i.e. by 1st August, clubs must submit a list of meets (pool & open water) they wish to be considered for CIASA Designation and at which performances are eligible for records, rankings and selections purposes. However, it is recognised that additional competitions may arise throughout the year and it would still be acceptable for clubs to apply for designation in advance of these events.

Designated Meets must have the required number of qualified officials in place (nominated) and adhere to FINA Rules. Pool results must be available immediately and live timing accessible online. A list of Designated Meets will be published on the CIASA website in September each year.

In addition, CIASA has run its National Championship Meet to close the short course season each of the last three years. This meet should continue to be open to foreign competitors.

On a further note the CIASA Head Coaches have recommended the implantation of a “summer league” Programme with 4 to 6 “dual” meets and a championship meet to be conducted in April, May, June and July each year. Teams would be cross clubs and lead by the more senior swimmers. The goal would be to introduce more swimmers to the sport and to encourage current swimmers to participate during the spring and summer months.

▶ **OPEN WATER**

Each of the last two years CIASA has run a National Open Water 5k as a qualifier for CARIFTA swimmers. It is the recommendation of the coaches’ committee that we have a 5K national championship. We may want to consider combining the two events and inviting more international competitors.

Due to its idyllic location and ideal conditions, CIASA will continue to promote the Cayman Islands as the perfect venue for Open Water training camps and competitions.

Appendix D relates to the most current proposed domestic meet schedule.

▶ **INTERNATIONAL MEETS/REPRESENTATIVE TEAMS**

There are approximately 350 swimmers registered with CIASA to compete internationally and there are a number of opportunities for them to represent the National Team in off island competition e.g. CARIFTA, ISLAND GAMES, COMMONWEALTH GAMES etc.

On occasion there is a requirement for Cayman Swimming to have a presence at certain meets to receive support & funding from Governing Associations e.g. UANA, FINA, IOC etc. but in the main performance and not pure participation should be the reason for selecting swimmers to represent their country. As such, we have clear selection procedures and standards for representation at all international levels.

The Technical Director will continue to lead the development of the qualification standards for international meets in conjunction with the Representative Teams Committee (RTC) for final approval by the CIASA Board. For Commonwealth Games and Olympic Games selections, the Technical Director would liaise with the Cayman Islands Olympic Committee to seek endorsement of the approved policies.

The RTC would continue to have responsibility for selecting swimmers in consultation with the Technical director and in line with the approved selection policies. The current process of notifying swimmers of their selection works well and this would continue without change.

The Team Manager appointments would be via recommendations made by the RTC following an open application process and confirmed by the CIASA Board in accordance with current practice. However, coach selection will be at the discretion of the Technical Director and coaches would be required to have a minimum of one swimmer on the team to be considered.

Selection policies for all meets will be published well in advance to ensure that coaches have time to prepare and taper their swimmers accordingly.

Appendix E relates to the most current schedule of International Pool and Open Water Swimming competition.

The coaches' committee has recommended that at the conclusion of each summer season CIASA offers an end of season competition for athletes in both the development and junior team groups to travel and compete as a team together. The coaches are committed to this concept for the four years 2017 – 2020.

▶ **NATIONAL TEAM PROTOCOLS**

The national team protocols (see Appendix F) provide a set of guidelines and principles for staff and swimmers selected for national team duty. They have been developed to enhance individual performances by way of creating a professional and positive team environment.

▶ **NATIONAL TEAM KIT**

It is essential that national team kit projects a professional image and provides a sense of team identity, unity and pride. The kit needs to be good quality and in keeping with current developments of the sport at international level.

That said, a more cost effective process of allocating kit needs to be considered. With the change in eligibility requirements for CISC we are now in a cycle where all swimmers living in the Cayman Islands will be eligible for at least two National Team events per year. As a result, CIASA may want look at providing eligible swimmers one kit for the year. The proposal would be to issue major items of national team kit e.g. swimsuits, tracksuits and bags etc. for the year or every 2 years (taking into consideration individual needs if kit is outgrown in that period), with smaller items e.g. t-shirts, swim caps, etc. allocated on an annual basis.

Ideally CIASA should seek to retain a sponsor for a 2-4year cycle allowing for stocks to be readily available over a longer period and to provide continuity of kit.

Longer term CIASA is seeking to forge strong links with a single swimsuit supplier or manufacture.

It is also noted that we need a standard annual kit for the National Development Team.

▶ **NATIONAL TEAM ATHLETE PROTECTION PROTOCOLS**

There can be no higher calling for a national governing body than the protection of their athletes from physical and emotional harm. To this end we must realise that no member club or individual is beyond the scrutiny of the organisation simple because all individual intact on a regular basis with athletes who are not members of their own clubs. That said we recognise the right of individual clubs to govern their own membership and staff; however, in the bigger picture situation within a single club impact each CIASA member and the Aquatics Community as a whole. To that means we intend the following:

- 1) CIASA work to secure a background check provider immediately.
- 2) All current and future coaches should pass a background clearance prior to an offer of employment for new coaches and within 6 months for coaches who are currently employed by CIASA or member clubs.
- 3) Team managers and staff should also pass the background clearance.
- 4) Consideration needs to be given to technical officials traveling in conjunction with CIASA teams.
- 5) Background clearances should be renewed at least every three years.

Equally important as background clearances are athlete protection protocols and procedures. You will find attached an appendix which details the National team protocols and procedures. These procedures will be in place for any event, practices, meeting or team travel associated with CIASA or the CIOC regardless of what less restrictive standards may be in place. Athletes and staff are expected to follow all CIASA standards at all times.

Please see the attached Appendix G for a current copy of the National Team Athlete Protection protocols and procedures.

3. NATIONAL RECORDS

National Records have been established over the last three years with certificates awarded to individuals who break existing records. In addition, in 2016 CIASA finished the establishment of a national times database. Moving forward the intention is to update a regular listing of best times for 17 and under swimmers as well as national records with the aim of:

- Raising awareness of current and past achievements both publically and within the swimming community
- Motivating and incentivising swimmers to excel
- Monitoring performances and progression
- Aiding the development of team selection policies

Records and rankings will be formulated, regularly updated and published on the CIASA website as follows:

RECORD/RANKING	CRITERIA
CIASA (short & long course) Records	To claim a CIASA record the swimmer must be a registered member of CIASA and set the time at a CIASA Designated Meet or a Licensed Overseas Meet.

RECORD/RANKING	CRITERIA
National (short & long course) Records	To claim a National Record the swimmer must have Caymanian Status and must be a registered member of CIASA. Records must be set at a CIASA Designated Meet or a Licensed Overseas Meet.

The one additional plan for 2017 is to add a 15-17 age group for both CIASA and National records. It is also our hope that as Masters swimming grows there will be a time when we can establish records for Masters Swimmers in the Cayman Islands. Consideration also needs to be given to an annual system for selecting a high point winner in each age group for open water.

4. NATIONAL TEAM PROGRAMME

The objective of the National Squad Programme is to offer potential national team members with additional experiences and to build a national team philosophy and culture.

The introduction of a tiered National Team Programme (Senior, Junior and Development) has provided enhanced opportunities for selected swimmers to attend domestic workshops, clinics, training camps and further exposure to international competition.

The focus of the Programme has been on the development of skills and technique, with activities designed and tailored specifically to each National Squad level. The Programme would also serve as a development opportunity for coaches and other team staff.

The National Team Programme is managed and led by the Technical Director who works closely with, and be supported by, club coaches in the delivery of the Programme.

To be considered for the National Team Programme swimmers would be required to meet the criteria set out in the RTC agreement (Appendix H), and be fully committed and involved in all aspects of the Programme.

Currently the National Development and National Junior Team are selected for one year. The selection process for the current year is outlined in Appendix I.

Selection for the National Senior team is done on a case by case basis for elite National Team Competitions. All open international competition is considered a Cayman Islands Senior National Team event and selection for the meet is based on meet specific selection processes. Current selection criteria for upcoming meets are attached in Appendix J.

5. PROFESSIONAL DEVELOPMENT

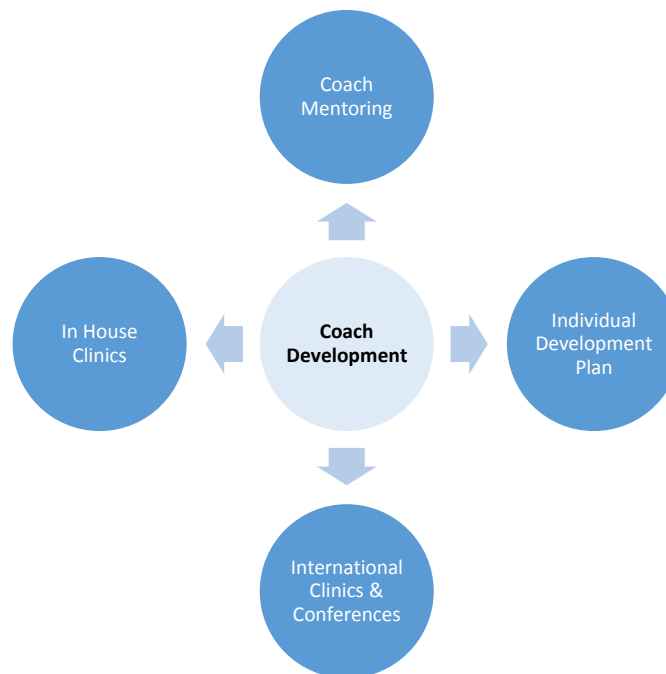
The strategy is to provide an added focus and emphasis on staff development opportunities offering a greater depth of knowledge and experience to Coaches and Officials.

▶ COACHING AND COACH DEVELOPMENT

To create sustainability of coaching excellence, coaches would be equipped with the necessary skills and knowledge to develop swimmers to their full potential. This would be achieved by creating a bespoke development pathway based on the specific needs of each coach.

Opportunities would be afforded to coaches to work with the Technical Director to establish individually tailored Coach Development Plans reflecting key areas of personal improvement, goals and targets. The Technical Director would also act as mentor and support for coaches in all aspects of their specific professional development Programme.

In addition, coaches on the Programme would be offered assistance to attend clinics and conferences that meet the individual needs identified in their Coach Development Plan.



As a final note all CIASA coaches and instructors should be required to be current in CPR, First Aid and lifesaving or coaches' safety.

▶ APPRENTICE COACH/TEACHER PROGRAMME

Apprenticeships are available to those seeking involvement in swimming coaching or teaching on a voluntary basis. They can be offered to individuals who are 16 years and older to work alongside coaches and teachers in CIASA Approved Programme.

The apprenticeships would provide work experience, encouragement, mentoring and support to ex-swimmers and/or individuals participating in the Government's work experience 'Passport To Success' scheme. In exceptional cases, CIASA may consider offering scholarships to assist with attainment of relevant qualifications following recommendations made by the coach, teacher or Technical Director.

▶ TECHNICAL OFFICIALS PROFESSIONAL DEVELOPMENT

To help facilitate successful performances of swimmers both in the pool and at open water events, and to ensure that the events run smoothly, it is important for Technical Officials to have the best education and training.

CIASA provides training opportunities for Officials locally and where appropriate through attendance at international seminars and courses. Officials would be required to register with CIASA and once qualified receive regular updates on all FINA Announcements and rule changes. The Official's Committee coordinates activities and training in this area with the Technical Director responsible for liaising directly with the Committee to plan, implement and monitor progress.

CIASA uses domestic or overseas qualified officials to run courses at local level as follows:

Timekeepers

This is an introductory level course aimed at interested individuals who are 14 years and over and who are registered members of CIASA. The course covers the role of the timekeeper and provides a short theory on timekeeping followed by a practical assessment.

Judges

Courses are a combination of theoretical, practical and mentoring sessions, and provide candidates (18 years and over) with training and experience in the role and duties of the:

- Timekeeper
- Chief Timekeeper
- Stroke Judge
- Inspector of Turns
- Starter

Referees and Starters

As a pre-requisite for the course, individuals (of 21 years and over) must have previously qualified as a judge and then a starter and had practical experience of judging and starting. The qualification process is over a longer period as candidates will undertake a series of practical assessments as well as theory sessions.

Open Water Officials

Similar development and training opportunities is available for open water officials. The appropriate training is an important aspect in the safety and organisation of open water events. The growth and development in CIASA's open water officials group is particularly relevant as CIASA seeks to hold prestigious international open water competitions including sanctioned FINA and UANA events.

Water Polo and Synchronise Swimming Officials

A Similar development and training opportunities need to be developed for water polo and synchronise swimming officials. The appropriate training is an important aspect in the safety and organisation of events as well as the proper development of Cayman Islands athletes in these sports. Currently CIASA plans to depend on FINA sponsored workshops for the basic development of officials in both sports.

Technical Officials Committee

Currently the Officials Committee focuses on primarily pool events. This committee would need to transition to a group with oversight for more than just pool events to include all four sports.

6. COACHES PANEL

A Coaches PANEL was introduced by the Technical Director as a forum for coaches to discuss technical issues, selection policies (acting in an advisory capacity to the RTC), professional development and calendar planning.

CIASA would continue to support this panel which would be led by the Technical Director and meet on a regular basis.

Currently the Head coaches meet two times per month while the entire coaches group meets on a monthly basis.

7. PARA-OLYMPICS AND SPECIAL OLYMPICS

CIASA promotes and supports swimmers with disabilities and those eligible to compete in the Para-Olympics and Special Olympics.

CIASA has established a close working relationship with the Special Olympics Cayman Islands (SOCI) and where possible swimmers are integrated into CIASA Registered Clubs and CIASA Designated Competitions.

CIASA assisted with the training and preparation of athletes for the Special Olympics World Games in 2015 and intends to continue this development.

8. MASTERS

A vibrant masters swimming community currently exists, and in addition to general fitness, several members participate in the various Open Water Sea Swims which are held throughout the year.

Masters Swimmers are encouraged to continue swimming and to compete in international competitions such as the FINA Masters World Championships and the UANA Pan American Masters Swimming Championships.

CROSS PROGRAMME INITIATIVES

1. WATER SAFETY AND “WATERPROOFING”

CIASA encourages the participation in, and a positive attitude towards, a wide range of aquatic pursuits; safety in and around water being an essential part of these activities.

CIASA works with agencies such as Red Cross/Swim Schools/Dept. of Sport/Ministry of Education to increase awareness of risks and prevention through an education & training Programme, whilst at the same time promoting the health benefits and enjoyment of aquatic sports. To assist in identifying high risk areas and appropriateness of prevention strategies and regulation, it is proposed that CIASA work with Government departments to source data relating to water incidents and fatalities.

CIASA would support courses which focus on effective safety management strategies that cover risk assessment, hazard identification, vigilance and lifesaving (rescue techniques and CPR). This would help increase the number of children and adults who are familiar, experienced and qualified in these areas and help reduce water related injuries and fatalities.

CIASA has established a lifeguarding programme consisting of school teachers, swim coaches and swimmers and intends to continue to grow the programme.

2. MEDIA & COMMUNICATIONS

CIASA has in place a strong media/publicity team which ensures regular local exposure in the press and on TV, Radio and Social Media such as Facebook and Twitter.

In recent months CIASA continues to enjoy good exposure in all sectors of the media. This type of exposure is key in raising the profile and awareness of swimming within the community.

CIASA should to continue to promote swimming and aquatic initiatives through proven channels of communication but also look to capitalise on opportunities to publicise Cayman Swimming in the Caribbean Region and beyond.

Regular updates on the CIASA website are critical in attracted interest both nationally and overseas. Not only is the website a vehicle for ensuring that the immediate Cayman Island Swimming community is kept informed, it also raises the profile of Cayman Islands Swimming on the global stage.

In addition, any opportunity for worldwide coverage via Newsletters (WSCA, FINA) Websites (SwimNews, Swimming World) and Magazines publications should be encouraged.

Creating an excitement around Cayman Swimming through media exposure can lead to increased participation, improved confidence and potential sponsorship opportunities.

Finally, it seems more consideration should be given to the development of a front page for the CIASA website which focus on development partnerships and new Programmes.

3. CENTRALISED RESOURCES

CIASA aims provide a centralised technical resource centre which would be accessible to coaches and teachers of CIASA Affiliated/Registered Programme. Resources would include technical equipment items such as:

- underwater cameras
- heart rate monitors
- stroke analysis videos

In addition, a register of local sports science/medicine swimming aware professionals would be available e.g. Nutritionists, Physios, Massage Therapists, S & C, Sports Psychologists, etc.

4. CIASA INFORMATION AND ADVISORY SERVICE

It is proposed that an all-inclusive information and advisory service would be provided offering advice to registered swimmers, parents, coaches, teachers and officials on all areas of the Swimming Development and Competitive Programme.

Information would be available from an Advisory Panel consisting of specialists offering to share their knowledge and experience on a voluntary basis in areas such as Nutrition, Sport Scholarships and Injury Prevention etc.

Where there is a noticeable demand for information in a particular field, CIASA would arrange seminar/workshops sessions. The Technical Director is also available to support the Parent Education sessions currently run by the local club Programmes.

5. AWARDS AND RECOGNITION

▶ CIASA AWARD SCHEME

Formal acknowledgment of individual swimming achievements is one of the key factors in encouraging and motivating swimmers to progress to the next level.

A number of different swimming award schemes are used by Cayman Learn-To-Swim and Competitive Club Programme and in the main it is the established USA, Canadian and British systems that have been adopted. Rather than replacing or replicating the current award structures with CIASA's own scheme, CIASA has introduced an award process that supplements and runs in parallel to the existing systems.

The Head coaches' committee would also like to see an expanded effort to review each athlete's progress and success. It is their recommendation that we investigate methods to evaluate

performances of all swimmers competing locally and from season to season and club memberships and participation year to year. They would also like there investigate a method for evaluating success at CARIFTA beyond just the medal count.

▶ **PERSONAL RECOGNITION AWARDS**

To recognise personal achievements and special contribution to the sport, CIASA has an annual CIASA Special Awards event.

Individuals who have inspired, motivated and excelled in that given year would be nominated to CIASA for consideration in the following categories:

- Swimmer (best performance male & female)
- Swimmer (most improved male & female)
- Officials
- Volunteers (outstanding contribution)
- Masters swimmer of the Year
- Special Olympian Swimmer of the Year
- Open Water Swimmer (best performance male & female)
- Open Water Swimmer (most improved male & female)

The awards are celebrated and presented at an annual Awards Event.

▶ **INCENTIVE CLUB FUNDING**

When funds are available an annual funding award can be offered to Club Programmes achieving medal performances at CARIFTA. The Programme should be funded separately from current national team event funding and should contingent of available funding. The principle behind financially assisting clubs is to:

- Encourage the development, improvement and continued performance of high achieving swimmers.
- Help maintain and improve the coaching environments/Programmes
- Promote further performance success at open domestic and international competitions.
- Selection methods and awards should be in detail in an appendix.

See Appendix K for details outlining the club incentive Programme.

Successful clubs will be asked to work in close collaboration with CIASA and participate in the CIASA planning process and CIASA initiatives.

▶ **SHOOTING STARS**

The Shooting Stars Programme has been designed to motivate coaches and swimmers to achieve times comparable with world age group standards.

Swimmers 9-14yrs will be ranked according to the number of stars they have scored (see Appendix L) after the final swim meet in December each year. Their score is “as at that point” and not the accumulation of stars attained throughout the season (although running updates will be published during the year). Nine year olds are to be added for the 2016 year.

The Top Male & Female Swimmers in each age group will receive Awards.

6. FACILITIES

The Cayman Islands currently have three 25m pools but at present there is no public provision/access to these facilities for recreational swimming where aquatic activities can be enjoyed with family and friends. CIASA would still seek to negotiate with the Department of Sport to investigate the possibilities of running weekly recreational sessions (with the appropriate lifeguarding) with the aim of:

- Improving water safety through increased opportunities to gain water confidence
- Providing additional practice to supplement lessons
- Increasing participation in the sport

On the competitive side, adequate access to the 25m pools will help produce some fine swimming performances. However, if Cayman Islands Swimming is to be truly competitive, swimmers must be offered the maximum opportunity to train and compete in long course facilities. However, there is also a need to consider the development of a 50m pool here in Grand Cayman.

Access to long course facilities in the Cayman Islands would not only contribute to improved performances of competitive swimmers but would also attract visiting teams looking for warm weather training camps and provide the opportunity for Cayman Islands to host prominent international events. A long course facility would bring us in line with other competitive Caribbean nations and enhance the profile and prestige of Cayman Swimming in the Caribbean region.

IMPLEMENTATION PLAN

Work has already commenced on many of the new initiatives outlined in this plan to ensure that the benefits start to impact on the Programmes as soon as possible. However, following CIASA Board consideration of the proposed strategy, an implementation plan will also be developed detailing the processes, systems and resources required to fully deliver each component.

Consideration should also be given to the following areas underpinning the implementation plan:

PEOPLE

Currently there is a reliance on volunteers to assist with all aspects of the Programme and due to budget constraints CIASA will need to continue to depend on the goodwill and commitment of the voluntary sector.

A register of volunteers will be established and a set of clearly defined roles and responsibilities will be developed as part of the implementation plan for all individuals involved i.e. Technical Director and volunteers.

FINANCE AND DEVELOPMENT

Board estimates of the potential costs associated with the delivery of the plan can be found in Appendix M. These figures will need to be developed further as part of the detailed implementation plan and once priorities have been identified and agreed.

It is hoped that costs would be offset in the main from membership fees, government grants, fundraising and additional sponsorship. However, to promote the financial stability required to ensure sustainability of a professional Programme, CIASA would need to consider building on existing sources of revenue and also consider new avenues of income generation e.g. (see the Development Plan Resource Document, in Appendix N).

- Category Sponsors
 - Main Sponsors (2-4 year agreement)
 - Event Sponsors
 - Technical Partners
- Host Events
 - Sea Swims (well promoted and open to foreign competitors)
 - Open Water Training Camps (via National Federations or through Sports Travel Companies)
 - Winter Training Camps for visiting teams.
 - National Open Summer Championships (sponsored, individual entry fees)

- Life Saving Events (team entry fees)
- Membership Fees
 - Increase number registered swimmers
 - Each member to pay an individual registration fee
- Kit
 - Sale of kit (e.g. T Shirts)
- Fundraising
 - Various Functions/Social/ Annual Awards Event
- Awards Scheme
 - Certificates, Badges
- Courses & Clinics
 - Visiting International Swimmers and Swimming Experts to deliver clinics
- Business partnership with overseas shops and companies
 - Swimming suit and produce manufacturers
 - Swimming safety manufactures
 - Life Guard agencies

KEY PERFORMANCE INDICATORS

Area	Objective	Critical Success Factors	Target
Swimming Development	To promote best practice through the introduction of quality assured Learn-To-Swim Programme.	Number of CIASA Approved Programme	6 members in 2017 8 members in 2018
	To encourage more participation in the sport by decentralising swimming activities and extending these to the wider community	Improved access and participation in outreach areas	4 activities conducted in the wider community in 2017 6 activities conducted in the wider community in 2018
	To increase opportunities for the development of swimming within schools	Swimming provided in ALL schools as part of their curriculum	
	To ensure that individuals with the attributes to excel in the sport are offered opportunities to reach their potential	Identified talented swimmers channelled to an appropriate Programme	On going
Competitive Swimming	To broaden the opportunities for swimmers to be involved in swimming at a competitive level	Growth in the number of Affiliated Clubs and increase in the number of registered swimmers	TBA by the board
	To raise the level of National Team swimming performances	Advanced publication of selection policies to aid preparation & planning	Policies published by 1 Sep each year
		Increase in the medal count at CARIFTA which will be used as the international benchmark meet to assess progression	TBA by the board
	To monitor progression of ultimate performances at national level	Availability of up to date records on a monthly basis on the CIASA Website	TBA by the board
To monitor overall standards and depth of swimming at club	Availability of up to date rankings on the CIASA	Ranking SC each Jan	

Area	Objective	Critical Success Factors	Target
	and national level	Website	Rankings LC each Jan
	To develop Masters swimming and have a presence on the international stage by providing domestic and international racing opportunities	To establish a competitive Masters swimming group	TBA
	To provide coaches with the appropriate support to further develop their coaching skills and knowledge	Individual coach professional development plans produced	CPD Plans
	To provide mentoring and training opportunities to individuals wishing to become involved in swimming coaching and teaching	Implementation of the Coach & Teacher Apprenticeship Scheme	TBA
	To ensure that all swimming Officials have access to appropriate education and training to fulfil the requirement to run licensed and designated meets	Number of accredited Officials	TBA
Water Safety	To improve the safety of individuals participating in aquatic activities	Increased awareness of risk and prevention	Effective safety management strategy courses available
Awards & Recognition	To incentivise and monitor progression of swimming achievements	Introduction of the CIASA Awards Scheme	Awards presented each Jan
	To recognise outstanding contribution and achievements of swimmers, coaches, officials and volunteers	Introduction of Individual Recognition awards	Awards presented each Jan
	To encourage and reward outstanding performances of local clubs	Introduction of Club Funding Incentive Scheme	
Coaches & Teachers Association	To promote professional development via a forum for teachers and coaches	Coaches and teacher association established	Fully established and running by May 2013

Area	Objective	Critical Success Factors	Target
Centralised Resources	To provide appropriate information services and equipment to the swimming community	Implementation of a central resource centre	TBA

VISION 2020

The Key Performance Indicators, identified in the implementation section, focus on the short to medium terms goals. However, the proposed longer term targets for 2020 are:

AREA	TARGET
Competitive Swimming	<ul style="list-style-type: none">• Top 3 Medal Table at CARIFTA• Top 3 Medal Table at Island Games• Top 8 Medal Table at CCCAN• 4 Commonwealth Finalists• 3 Swimmers achieving FINA A/B times 2020 Olympic Games• 70% CIASA Records to be set since 2015
Swimming Competency	<ul style="list-style-type: none">• 100% 11 yr olds able to swim 25m• 40% of population able to swim 25m
Facilities	<ul style="list-style-type: none">• 8 -10 lane 50m Pool built
Events	<ul style="list-style-type: none">• Hosting Major International Open Water Competition e.g. World Junior Championships• Hosting Major International Swim Meets e.g. Island Games, CARIFTA• Seen as a popular destination for Training Camps/Visiting Teams• Popular Open Meet Held On Island• Venue for Major Coaches Conference