



FEDERATION OF INTERNATIONAL
LACROSSE

**STRATEGIC
PLAN
2011 – 2014**

FOREWARD

The Federation of International Lacrosse (FIL) is embarking on an exciting time since its establishment in August 2008. With an elected Board in place, the FIL aims to build on the work of its predecessor organizations, the International Federation of Women's Lacrosse Associations and the International Lacrosse Federation to grow lacrosse worldwide.

Lacrosse is a sport that can be played both competitively and socially throughout much of life and provides opportunities for players, coaches, referees and administrators at all levels. In promoting fun, fitness and friendships, lacrosse clubs, State/Provincial Associations and National Governing Bodies (NGBs) are all vital parts of the lacrosse community. Lacrosse can be played in many forms – non contact, women's field and indoor, men's field & indoor, and can be modified with respect to players per team, equipment, field size and rules. Lacrosse is one of the fastest growing sports worldwide – the challenge for FIL is to keep up with this growth!!!

FIL understands that there are a range of challenges faced by the NGBs including increasing compliance and legislative demands, costs and the ongoing competition provided by other sports. FIL will continue to seek revenue streams that will promote and develop the sport, both at the international level and at grassroots and local development

FIL has a newly developed website, which will serve as the primary communication system to better facilitate relationships with NGBs.

FIL will actively seek to expand the development of officials and will also expand its interest in cutting edge research.

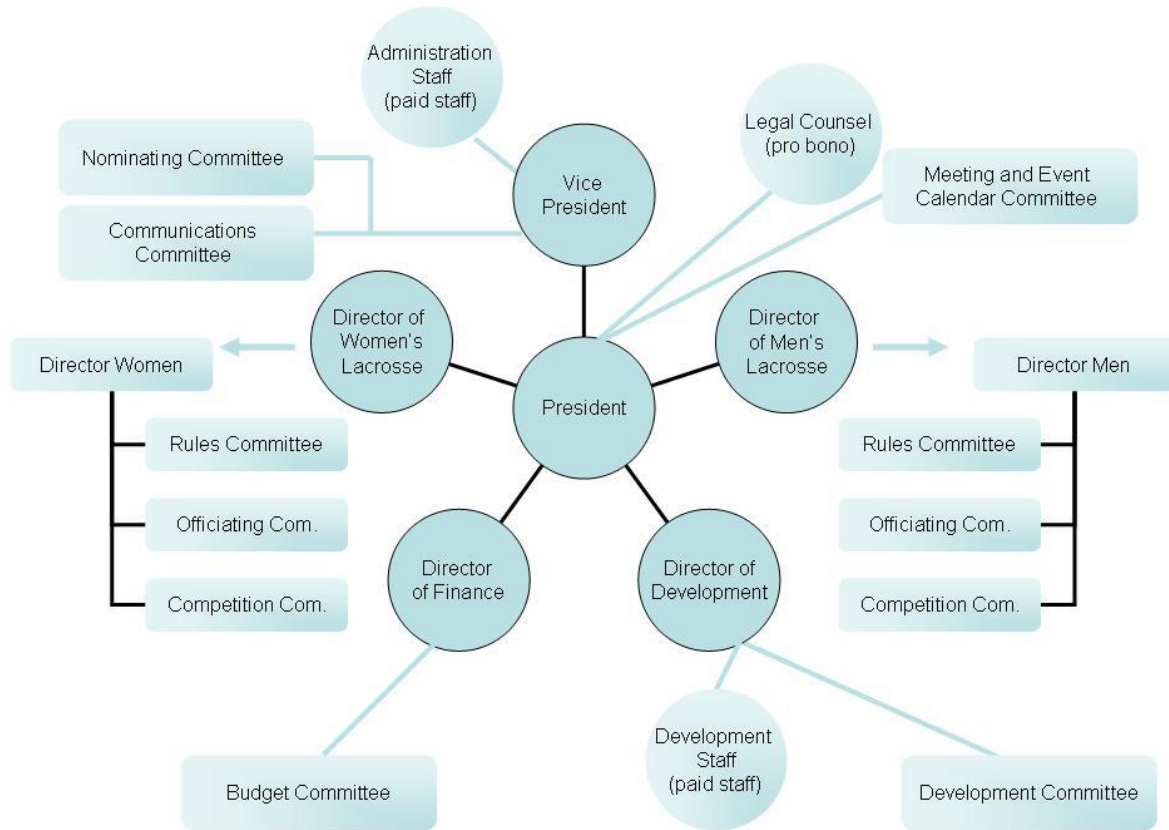
Finally, FIL will continue to deliver a high standard of corporate governance. The Board will continue to develop and review policies and processes to ensure that are best meeting the needs of its members and the wider lacrosse community.



President

STRUCTURE

The following diagram outlines the FIL structure:





SCOPE

The Strategic Plan provides a direction and a course of action for the 4-year period between January 2011 through to December 2014.

The objectives, key performance indicators and strategies have been developed to assist FIL to achieve its mission, vision and overall purpose.

MISSION

FIL will provide governance and integrity of all forms of lacrosse and provides responsive and effective leadership to support the sport's development throughout the world.

VISION

Lacrosse is recognized and played by all countries world-wide and is an Olympic sport.

KEY STRATEGIC GOALS

1. To effectively manage the administrative and business affairs of FIL and ensure financial sustainability.
2. To provide a program of events that showcases the sport, provides relevant competition for players and supports development pathways for players, coaches, officials and volunteers.
3. To grow and retain people and country involvement in all forms of lacrosse including players, officials, coaches and administrators.
4. To establish the rules of international play for all forms of the sport with an emphasis on fair play, inclusion, safety and sustainability.
5. To market lacrosse, and maximize opportunities for exposure and development.



STRATEGIC GOAL 1

To effectively manage the administrative and business affairs of FIL and ensure financial sustainability.

KEY PERFORMANCE INDICATORS (MEASURABLE TARGETS)	KEY STRATEGIES
Timely distribution of information to all NGBs	<ul style="list-style-type: none"> Establish membership communications through e-mail and web postings
Implement and adhere to the FIL Constitution and Bylaws	<ul style="list-style-type: none"> Annual FIL Board review and two yearly General Assembly review
Comply with relevant legislation, regulations and standards	<ul style="list-style-type: none"> Implement professional and contemporary management practices Establish an audit committee Implement Board induction process Develop and implement policies for Board and staff including a Risk Management and Audit Policy Implement an annual Board review process Directors and Officers insurance in place
85% NGB satisfaction with FIL	<ul style="list-style-type: none"> Conduct annual review of satisfaction levels
85% of NGBs interacting with FIL on a regular basis	<ul style="list-style-type: none"> Provide ongoing engagement opportunities
Fill all Board and Committee positions	<ul style="list-style-type: none"> Actively seek interested persons and rotate appointments
Develop and implement annual FIL Board Operational Plans	<ul style="list-style-type: none"> Hold annual planning and review meetings
Develop and review 4 year budget	<ul style="list-style-type: none"> Appoint Finance committee Develop and implement Finance Policy



STRATEGIC GOAL 2

To provide a program of events that showcases the sport, provides relevant competition for players and supports development pathways for players, coaches, officials and volunteers.

KEY PERFORMANCE INDICATORS (MEASURABLE TARGETS)	KEY STRATEGIES
Increase member participation in FIL events by 10% for 2014 Senior Men (30 to 33) Senior Women (16 to 18) U19 Men (12 to 14) U19 Women (10 to 12) Indoor Men (8 to 10)	<ul style="list-style-type: none"> • Provide first time entry support • Adopt divisional structure to promote developmentally appropriate competition
Appoint host countries for all world events until 2018 (by 2013)	<ul style="list-style-type: none"> • Implement tendering and selection processes including calendar of dates • Establish and maintain calendar of events on website
Implement World event Bylaws and relevant policies	<ul style="list-style-type: none"> • Review documents at General Assembly • Implement annual event evaluation
Undertake athlete drug testing	<ul style="list-style-type: none"> • Implement WADA Anti Doping Policy for in and out of competition testing
Establish and implement process for inclusion in summer Olympics	<ul style="list-style-type: none"> • Achieve membership of SportAccord • Achieve membership of The World Games Association



STRATEGIC GOAL 3

To grow and retain people and country involvement in all forms of lacrosse including players, officials, coaches and administrators.

KEY PERFORMANCE INDICATORS (MEASURABLE TARGETS)	KEY STRATEGIES
15% increase in full members by 2014 (from 25 to 29)	<ul style="list-style-type: none"> Review membership subscription structure
50% increase in affiliate members by 2014 (from 11 to 16)	<ul style="list-style-type: none"> Maintain paid Development Officer
10% increase in the number of countries participating in all forms of lacrosse	<ul style="list-style-type: none"> Refine strategies for the development of lacrosse in 'new' countries Provide support to developing countries in requested areas Maintain Development Committee Review grant opportunities
15% increase in number of International Referees and Umpires	<ul style="list-style-type: none"> Policy and processes in place for accreditation Develop training materials and resources

STRATEGIC GOAL 4

To maintain the rules of international play for all forms of the sport with an emphasis on fair play, inclusion, safety and sustainability.

KEY PERFORMANCE INDICATORS (MEASURABLE TARGETS)	KEY STRATEGIES
Implement rules that foster, fair play, inclusion, entertainment, innovation and safety	<ul style="list-style-type: none"> Review rules at General Assembly Establish an orientation process for new members Provide rules and other necessary resources/documents on website
Implement the WADA Anti Doping Policy	<ul style="list-style-type: none"> Communicate the policy and its requirements to the members Oversee implementation of the processes of in and out of competition testing
Establish and implement a Safety Committee	<ul style="list-style-type: none"> Access existing National Governing Body structures Create research agenda
Promote diversity of membership with respect of gender, age and culture	<ul style="list-style-type: none"> Promote flexibility in program delivery and provide guidelines for developing countries



STRATEGIC GOAL 5

To market lacrosse, and maximize opportunities for exposure and development.

KEY PERFORMANCE INDICATORS (MEASURABLE TARGETS)	KEY STRATEGIES
100% brand awareness of FIL by all member nations	<ul style="list-style-type: none">• Promote FIL logo and identity at all FIL and FIL recognised events
Maintain dynamic and interactive website	<ul style="list-style-type: none">• Develop and implement a marketing plan
Secure major FIL sponsor by 2012	<ul style="list-style-type: none">• Establish sponsorship package
Provide select range of FIL merchandise	<ul style="list-style-type: none">• Secure merchandise provider