



**REVISED  
STRATEGIC  
PLAN**

**2011 - 2014**

## **FOREWORD**

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President

Lacrosse is a sport that can be played both competitively and socially throughout much of life and provides opportunities for players, coaches, officials 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 and 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’s website serves as the primary communication system to better facilitate relationships with NGBs and it is hoped that NGB’s are visiting this site on a regular basis.

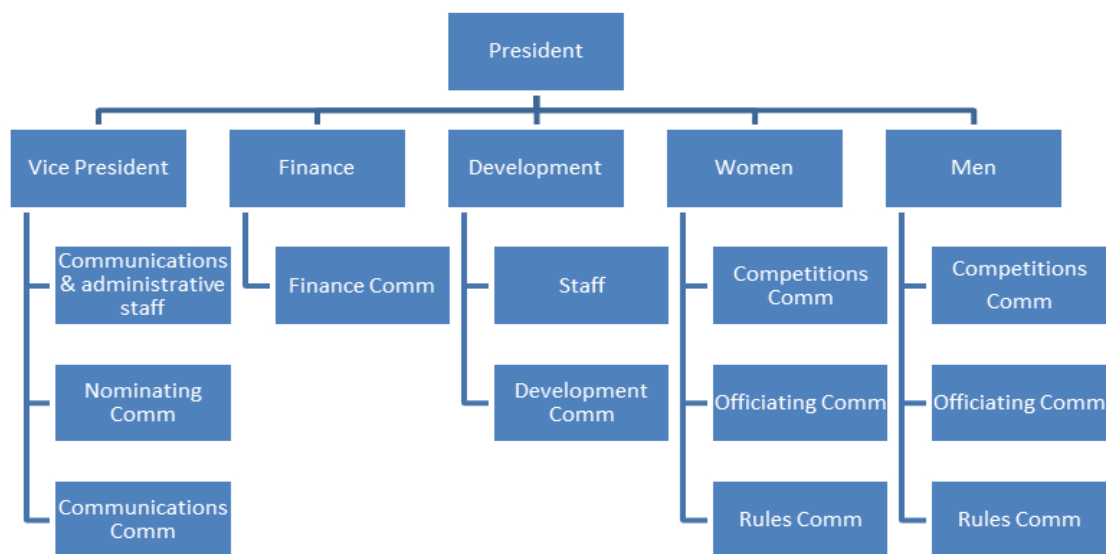
FIL is actively seeking to expand the number of international officials and is also expanding its interest in research.

Finally, FIL aims to deliver a high standard of corporate governance as well as continuing to develop and review policies and processes to ensure that they are best meeting the needs of its members and the wider lacrosse community.



## 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.

Note: this document has been amended from the original version in order to reflect progress and change, as well as provide more clarity of measurement.

## MISSION

FIL will provide governance and integrity for all forms of lacrosse and will provide 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.

Target	Strategies	Performance Indicators
Timely distribution of information to all members (National Governing Bodies - NGBs)	Utilise a variety of communications	<ul style="list-style-type: none"> <li>• Communications policy established</li> <li>• Minutes from General Assemblies and other relevant documentation distributed within 60 days of meeting/s</li> <li>• 85% member satisfaction received via annual online survey</li> <li>• 85% response from members on all postal votes</li> </ul>
Professional governance	Implement the FIL Constitution, Bylaws, Policies & Roles and Responsibilities.	<ul style="list-style-type: none"> <li>• Annual Board review undertaken</li> <li>• General Assembly review undertaken with NGBs via online survey</li> <li>• Rotation of Board and committee appointments maintained</li> <li>• Board represented with diversity (age, gender, ethnicity)</li> </ul>
Comply with relevant legislation, regulations and standards	Implement professional management practices	<ul style="list-style-type: none"> <li>• Annual financial reports audited</li> <li>• Board induction process established</li> <li>• Risk Management policy established</li> <li>• Directors and Officers insurance maintained</li> <li>• Annual Board planning &amp; review meeting conducted</li> <li>• Finance policy developed</li> <li>• Annual budget developed and reviewed</li> </ul>

## 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.

Target	Strategies	Performance Indicators
Increase member participation in FIL events	Maintain divisional structure to promote developmentally appropriate competition	<ul style="list-style-type: none"> <li>• U19 Women from 10 to 12 teams in 2011</li> <li>• U19 Men from 12 to 13 teams in 2012</li> <li>• Senior Women from 16 to 18 teams in 2013</li> <li>• Senior Men from 30 to 33 teams in 2014</li> <li>• Indoor from 8 to 10 teams in 2012</li> </ul>
Appoint host countries for all world events	Implement tendering and selection processes	<ul style="list-style-type: none"> <li>• 2013, 2014 appointed by Jan 2011</li> <li>• 2016 appointed by Jan 2012</li> <li>• 2015 appointed by GA 2012</li> <li>• 2017 appointed by Sept 2012</li> <li>• 2018 appointed by mid 2013</li> <li>• Calendar of events published on FIL website</li> </ul>
Implement World event Bylaws and relevant policies	Undertake regular reviews	<ul style="list-style-type: none"> <li>• Review and revise documents at General Assembly</li> <li>• Implement annual online event evaluation for all participants</li> </ul>
Increase participation in global sports events	Inclusion in summer Olympics	<ul style="list-style-type: none"> <li>• Achieve membership of SportAccord</li> <li>• Achieve membership of the International World Games Association</li> </ul>

### Strategic Goal 3

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

Target	Strategies	Performance Indicators
Increased membership	Increase in full, associate and allied membership	<ul style="list-style-type: none"> <li>• 15% increase in full members, from 24 to 28, by 2014</li> <li>• 75% increase in associate members, from 9 to 20, by 2014</li> <li>• 10% increase in the number of countries participating in all sectors of lacrosse</li> <li>• Maintain paid Development Officer</li> <li>• Number of clinics provided on an annual basis</li> <li>• Apply for at least one grant</li> </ul>
Increased number of international officials	Implement policies and processes for accreditation including developing training materials and resources	<ul style="list-style-type: none"> <li>• 15% increase in number of International Officials (umpires and referees)</li> <li>• Umpire and referee training manual established</li> <li>• Officials database established</li> </ul>

## 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.

Target	Strategies	Performance Indicators
Foster a sport that promotes fair play, inclusion, entertainment, innovation and safety	Access existing member resources	<ul style="list-style-type: none"><li>• Establish a Safety Committee</li><li>• Create research agenda</li></ul>
Remain drug free	Implement FIL Anti Doping policy	<ul style="list-style-type: none"><li>• Zero positive in competition and out of competition tests</li></ul>

## Strategic Goal 5

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

Target	Strategies	Performance Indicators
Increase brand awareness of FIL by NGBs	Promote FIL logo and website	<ul style="list-style-type: none"><li>• 100% of member websites display the FIL logo and have it hyperlinked to FIL website</li><li>• 100% of teams in events display the FIL logo</li><li>• Number of hits to website</li><li>• 85% positive member response to website</li><li>• Sponsorship package developed</li><li>• Major FIL sponsor secured by 2013</li></ul>