

## Vision

**Lacrosse is recognized and played by all countries worldwide and is an Olympic sport.**

## Mission

World Lacrosse 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.

## Values

Teamwork | Passion | Respect | Integrity | Friendship | Inclusiveness

## Objectives

World Lacrosse seeks to achieve its vision by pursuing four primary objectives.

### Grow

#### Grow participation and global appeal of lacrosse.

Increase the number of WL member nations.

Support CFs and NGBs.

Increase the number of global participants.

Provide resources that support the development of volunteers, coaches, officials, and athletes.

### Build

#### Build the brand of World Lacrosse and WL Sixes.

Increase global brand awareness.

Maximize revenue through private donors, grants, sponsorships, and broadcasting.

Expand reach, visibility and awareness of WL.

Develop event program showcasing the sport and elevating the brand.

### Lead

#### Improve core competencies of WL, CFs, and NGBs.

Timely distribution of information to members.

Attain best-in-world standard of governance.

Comply with all relevant legislation and regulations.

Best-in-world management and leadership.

Become a recognized leader in gender equity and female participation.

### Strengthen

#### Strengthen relationships with Olympic Family.

Become respected within the Olympic Family.

Present a winning case for Olympic inclusion.

Gain Olympic inclusion of WL Sixes.

Seek inclusion of WL Sixes at multisport events.

Develop WL Sixes and explore urban lacrosse and other forms of lacrosse.

## 2022 Key Initiatives

World Lacrosse has prioritized five initiatives for 2022

### 1. Showcase and Elevate the Sport

### 2. Develop New Members and Support NGBs and CFs

### 3. Develop and Diversify Revenue Streams

### 4. Strengthen Olympic Relationships

### 5. Improve Effectiveness and Governance



*World Lacrosse Strategic Plan update 2022-24*

*Presented to the  
World Lacrosse General Assembly  
October 9, 2021*



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## **Scope**

This plan addresses the fourth quarter of 2021 and 2022 through 2024 and is an update of the existing World Lacrosse Strategic Plan. This plan is designed to create a set of actions and activities that lead to the fulfillment of the vision and mission of World Lacrosse (WL) to grow the sport, achieve Olympic inclusion, and develop a sustainable model International Federation.

The following are key strategies that will allow World Lacrosse to achieve its vision.

## **Key Strategies**

1. ***Grow*** the game, popularity and appeal of lacrosse globally.
2. ***Build*** the brand of lacrosse, including the new World Lacrosse Sixes, and the resources available to World Lacrosse and its Members.
3. ***Lead*** the sport by improving the core competencies of World Lacrosse, its Continental Federations, National Governing Bodies, and Management to support the effort.
4. ***Strengthen*** relationships with the International Olympic Committee (IOC), Olympic Family and Host Cities for the Olympic Games by effectively building on existing relationships and initiating new relationships to successfully present the case of lacrosse to the IOC.

## **Objectives of the Plan**

### ***Grow the Game***

- 1.1 Increase the number of World Lacrosse member nations
- 1.2 Assist Continental Federations and Member National Governing Bodies in increasing the number of participants locally and improving all NGB programs.

- 1.3 Provide resources for the development of volunteers, coaches, officials and athletes.

### ***Build the Brand and Resources***

- 2.1 Increase global brand awareness for World Lacrosse and international lacrosse
- 2.2 Maximize revenues and other resources through sponsor sales and engagement
- 2.3 Attract supporters and raise funds through private donations, foundations and grants with priority funds to support the Olympic Vision effort
- 2.4 Expand the reach, visibility, awareness and revenue for World Lacrosse and lacrosse through an aggressive merchandise and licensing program
- 2.5 Provide a program of events that showcase and develop the sport and builds the brand exposure and World Event revenue

### ***Lead the Effort***

- 3.1 Increase the core competencies of CFs and NGBs
- 3.2 Timely distribution of information to all Members
- 3.3 Attain best in world standard and model for professional International Federation (IF) governance
- 3.4 Comply with relevant legislation, regulations, accountabilities and standards including WADA
- 3.5 Best in world management and leadership effectiveness
- 3.6 Become a recognized leader in gender equity and female participation

### ***Strength Relationships and Present a Winning Case***

- 4.1 Become known, liked and respected within the Olympic Family and International Sports Community
- 4.2 Present a winning case for lacrosse for Olympic inclusion
- 4.3 Pursue and gain inclusion of World Lacrosse Sixes in additional multisport events
- 4.4 Continue the development of the World Lacrosse Sixes discipline and explore urban lacrosse and other forms of lacrosse

A brief review of progress against the approved key priorities for 2021 is listed here. The performance tracker for 2021 will be sent under separate cover.

- 1) Successfully Launch Lacrosse Sixes discipline. Staff lead – Jim Scherr
  - a. Launch new branding and promotional platform for World Lacrosse Sixes discipline  
[World Lacrosse successfully launched the ‘Lacrosse Sixes’ brand on May 18<sup>th</sup>, 2021.](#)

- b. Hold minimum of three (3) quality invitational or showcase events in 2021 (Scherr, Kim Rogers)

World Lacrosse has encouraged and supported the development of a number of Lacrosse Sixes event including:

- The Fly (England)
  - August 7-8
  - Men & Women - 4 teams each
  - Produced by 247.tv and distributed by LSN
- Home Nations (Scotland)
  - August 28-29
  - Men & Women - Scotland, England, Wales
  - Produced by 247.tv and distributed by LSN
- PALA Sixes Cup (PALA)
  - September 3-5
  - Men: Colombia, Panama, Peru, Puerto Rico, USVI
  - Women: Argentina, Colombia, Puerto Rico, Iroquois Nationals
  - Event covered by Studio Now and distributed via Youtube
- Super Sixes (USAL)
  - October 23-24
  - Men & Women: USA, Canada, Iroquois Nationals
  - To be streamed by LSN
- Torneo Centroamericano (Costa Rica)
  - December 2-5
  - Men: Costa Rica, Guatemala, Nicaragua, Panama

- c. Achieve broad acceptance in worldwide lacrosse community of discipline (esp. North America) (Scherr, Buchanan)

Sport Development, in collaboration with the Technical and Development Committees, has developed a host of resources for athletes, coaches and officials to support the implementation of the discipline in domestic environments. The resources include an online course for coaches, an online course for officiating mechanics, officials' manuals, scoring sheets, and infographics. Readily available access to these types of materials will ease the implementation/adoption process for the noted constituent groups. Additionally, a video is currently in development phases to introduce the discipline. Clinics have been and will be given at all of the Sixes events listed.

Discussions and outreach by Jim Scherr to USAL, CLA, IN and HN, the IWLCA, the IMLCA, the PLL and NLL, and elite athletes and social media influencers is ongoing and will continue.

- 2) Develop New and Diversify existing revenue streams. (Staff lead: Jim Scherr)

- a. Develop WL Foundation/endowment and establish core group of financial donors (Scherr, Parthen)

Management produced a proposal for the development of a WL Foundation approved by the board earlier this year, which will provide the capacity-building support to increase and diversify WL's revenue generation model

and ensure a financially sustainable future. In conjunction with former members of the Capital Campaign Committee, Management is identifying additional volunteers to serve and support the Exploratory Fundraising Committee. The full proposal for the development of a WL Foundation was introduced and approved in the May board meeting. Based on external feedback, WL is currently exploring the development of an endowment fund or other fundraising mechanism to support Olympic inclusion and international growth.

Management reignited WL's cultivation strategy with increased prospect research and relationship mapping discussions to bolster its qualified prospect pipeline, which will increase the likelihood of a successful introduction. WL Management has experience working with several U.S. governing bodies in the creation of their own successful foundations and the list of realistic prospects WL has generated would be the envy of most, if not all, of those foundations.

- b. **Initiate Sponsorship program and secure 4 – 6 WL sponsors (Seibel, Scherr)**

World Championship activity in 2022 and 2023 represents the most valuable commercial inventory World Lacrosse has to offer (at present) to corporate partners. With dates for the two World Championships in 2022 now confirmed, and significant progress being made with respect to 2023, World Lacrosse will develop an initial Corporate Partner Asset Inventory in Q3 of 2021 and is prepared to go to Market beginning in Q4. This work has commenced and WL has developed an initial sponsorship sales deck and target prospect list. WL will coordinate the sponsor approach with the hosts for 2022 and 2023 World events.

World Lacrosse is working with event host US Lacrosse to finalize the commercial and broadcast inventory parameters for the 2022 Women's World Championship and 2023 Men's World Championship and we believe we are close to an agreement with ESPN for 2022 events. Once that is completed, the sales effort will commence.
  - c. **Execute 2nd phase of merchandise and licensing program driving revenue while serving the needs of Membership (Seibel)**

The Second Phase of the merchandise and licensing program is a co-branded offering featuring NGB and World Lacrosse marks. Revenue will be shared between participating NGBs and World Lacrosse. Financial terms are being negotiated now between World Lacrosse and DMC Sport, with an emphasis on minimizing financial outlay and risk for WL and NGBs. This may be delayed.
- 3) **Effectively influence decision makers and present the case for inclusion of lacrosse in LA 2028. (Staff lead: Jim Scherr)**
    - a. **Provide strategy and gain support for inclusion of Iroquois Nationals within the Olympic inclusion strategy of World Lacrosse (Scherr)**

WL continues to hold productive discussions with the IN/HN to advance the effort to include lacrosse and the Iroquois in the Olympic Games. The next

- stage in this process is to execute an agreement with the INL and WL to drive towards significant milestones.
- b. Successful missions to SportAccord, Tokyo, and other major international events (Scherr)  
As anticipated, SportAccord 2021, which was originally scheduled for May in Yekaterinburg, Russia, is being postponed. This event has been postponed until May of 2022. WL will plan a full mission to that event. With respect to the Tokyo Olympic and Paralympic Games, non-essential personnel and foreign visitors were restricted from attending the Tokyo Olympic and Paralympic Games. World Lacrosse is currently preparing and will send a delegation to the Association of National Olympic Committees annual meeting in Athens, Greece October 22-23. This will be an important engagement to begin to develop relationships with National Olympic Committee leaders – one of the three pillars of the Olympic movement.
  - c. Identify and secure ‘champions’ for lacrosse (Scherr)  
Ongoing. WL is working to cultivate and maintain support for lacrosse’s inclusion in the Olympic Games with an identified group of 10-12 IOC members and influencers.
  - d. LA and Southern California grassroots and influence team identified and engaged (Scherr)  
This team will be secured later in 2021 or early 2022.
  - e. Build support for lacrosse with USOPC and COC leadership and IOC members (Scherr)  
Ongoing. JS is leading this effort and WL is having a continued set of contacts and dialogue with key Board and Staff members of both organizations.
- 4) Grow the sport to 76 member nations while continuing to strengthen the existing NGBs. (Staff lead: TJ Buchanan)
- a. Support and lead MWG to develop revised membership categories, process, and criteria (Buchanan)  
Led by Shelley Maher and supported by TJ Buchanan, the MWG has proposed these outcomes for the 2021 GA which have been presented to membership on a recent webinar. Management believes this proposal will pass at this year’s GA.
  - b. Develop eight (8) new member NGBs (Buchanan, Mok-Lamme)
    - i. World Lacrosse is now at 70 member Nations and management along with the Development committee will present 3 new member nations for approval at this September meeting. These additions will take us to 73 members of the projected 76 for end of year 2021.
  - c. Maintain and improve Grant programs and NGB toolkit and best practices effectiveness (Buchanan, Mok-Lamme)
    - i. NGB/CF Development Grants have been reviewed and awarded to members. In total, 37 grants were awarded, totaling more than \$200,000.



- ii. NGB Toolkit – EML has created an ODA online module and added to toolkit. Currently receiving drafts from the University of Delaware for several NGB Toolkit resources that will be reviewed and eventually collated into an “NGB 101” guide, with the goal of it being the seminal document for new NGBs to use in structuring their operations, as well as for the betterment of existing NGB practices.
  - d. Implement development tools and certifications for officials and coaches (Buchanan, Mok-Lamme)
    - i. In collaboration with the Technical and Development Committees, we are developing resources for the training of officials and coaches.
      - To date, we have two levels of coaching curriculum developed (Bronze and Silver), a “plug-in” box lacrosse module for Silver, four online courses, and one online course in progress (Intro to Sixes Lacrosse).
      - Additionally, we have the DiscoverLax curriculum available for NGBs to use in the implementation of youth-targeted programs.
      - A “What it Takes to be an Official” course is now available in the virtual training center. This course is targeted to prospective officials, giving them an insight into what is required to be a lacrosse official. We are working with the Technical Committee on developing additional resources for the development of officials along the established pathway. Recent conversation with Lauren Charwat from the Officials group will lead to some video content for interpreting and understanding a some of the new Women’s Sixes rules.
    - ii. Successfully executed the 2021 Coach Developer Academy and provided training to more than 50 persons representing 40+ different member nations. These new coach developers are now equipped to work directly with their NGBs to provide standardized instruction to domestic coaches. We are now working with the countries represented to provide resources for the implementation of local coach development via the NGB grant program. In-person clinics were held in the US in May and September, utilizing 6 of the trainees, to provide them with additional practical experience.
    - iii. WL staff would like to replicate the Coach Developer Academy with an Officials Developer Academy to provide training to others, allowing them to develop domestic-level officials. As the pathway resources are finalized, this may come to fruition.
- 5) Expand the digital following for the sport. (Staff lead: Scherr, tbc)
- a. Continue developing and distributing custom video content that drives audience growth, reinforces the World Lacrosse brand and generates greater awareness in the sport of lacrosse: Limerick 5 to Watch, Towson 5 to Watch, 3 Questions With, Origins of the Game docuseries, World Lacrosse Voices podcast (Seibel, Mastera)



- i. WL recently hit new audience milestones on the following platforms:

Twitter: 12.6K  
Instagram: 10.6K

Social Media Report (Jan 1, 2021 - August 1 2021)  
Audience increase: 24.2% (Instagram, Twitter and FB)  
3,997,095 Impressions (Growth of 5.4%)

Top Post:  
IOC Recognition Release - 1,013,544 Impressions on Twitter alone

- ii. With the dates for the Women's World Championship and Men's U21 World Championship now confirmed for 2022, World Lacrosse is pursuing broadcast production and distribution agreements in support of these events. WL staff believe we are close to agreement with ESPN for distribution.
  - iii. World Lacrosse has established an expanded video editing and production relationship with LSN, through which World Lacrosse will produce an average of five finished pieces of original content per month, including a new feature: World Lacrosse Now. In addition, World Lacrosse has reached an agreement with Quarry Island Films and Sleeping Warrior Productions to become the "Official Promotional Partner" of the documentary, Sleeping Warrior. World Lacrosse has worked with the producers to secure widespread, international distribution of the inspiring story of the Kenya Lacrosse Women's U19 National Team and its journey to the 2019 World Lacrosse Women's U19 World Championship in Peterborough, Ontario, Canada. In addition, World Lacrosse has secured access to up to 100 hours of unused content, which can be edited and distributed across WL web and social platforms, or other outlets. This entire catalogue of content could be extremely helpful in driving continued audience growth across WL web and social platforms, as well as in support of the Olympic ambition for lacrosse. Kenya's participation in the 2019 World Lacrosse Women's U19 World Championship has been cited by the International Olympic Committee as a positive step toward greater universality in lacrosse.
- b. Ensure global broadcast distribution (linear, streaming) for the 2021 Lacrosse Sixes or other international lacrosse events as available, tbc Discussions ongoing with several potential broadcast production and distribution partners. All events will be produced and aired in some format.
  - c. Develop and launch 'World Lacrosse' video channel for new and archived footage

Discussion ongoing related to the acquisition of content and the clearance of rights. This will be a Q4 project.

- 6) Improve WL Effectiveness and Governance. (Staff lead: Eric Parthen)
- a. Finalize financial transfer and periodic financial reporting (Parthen)  
The financial transition has made significant progress in 2021 as Management has full control of the Bank of America account, has received full forgiveness of the \$92k Payroll Protection loan and is now beginning to sunset the account and transfer all assets to Wells Fargo. In addition, Management is working with the Delaware Community Foundation to transfer control of those assets as well. With respect to financial reporting, financial reports were shared and discussed with the Finance and Audit Committee during its meeting on March 25 and quarterly financial reports will be shared with Members.
  - b. Execute ITA agreement and implement WADA education and testing (Parthen)  
Management has executed the agreement with ITA and is actively building its education and testing program for 2021 working with Technical Director Don Blacklock. WL partnered with ITA to deliver a comprehensive education webinar July which was very well attended by NGB leadership. Finally, WL has submitted its testing plan is working with ITA to schedule tests in a number of WL Sixes events.
  - c. Streamline governance (Parthen, Scherr)  
Management is supporting all aspects of governance including working closely with the GWG throughout 2021 and working with the Board leadership team on the governance recommendations. A comprehensive package of GA documents were developed and sent to membership in preparation of the 2021 GA and Management continues to work with the GWG and the Board to plan for a successful 2021 GA.
  - d. Support second phase of the GWG processes (Parthen, Scherr)  
See above.
  - e. Complete the CF agreement and relationship process (Parthen, Scherr, Buchanan)  
Management supported the Membership Working Group to reimagine the WL/CF relationship and define a new WL membership process. MWG recommendations have been supported by the GWG and the Board and enthusiastic Membership support was recently received on a pair of August webinars.

In developing the 2022 Priorities, which are critical path objectives within the WL overall Operating Plan, WL Management is seeking:

1. Alignment with the WL Board and key stakeholders
2. Establishment of a set of priorities for the year that propels WL towards the achievement of its goals and without which the goals may not be realized
3. The creation of the right pace and sequencing for moving forward



4. To provide a core communication platform so that the priorities resonate with internal and external audiences
5. To provide a set of prioritized milestones by which WL can measure progress and hold itself accountable

## **2022 Proposed Key Initiatives**

1. Use 2022 World Events to showcase the best of lacrosse and elevate the sport.
  - a. Support USA Lacrosse to successfully stage the Women's World Championship.
  - b. Support Ireland Lacrosse to successfully stage the Men's U20 World Championship.
  - c. Showcase the best of lacrosse and specifically the WL Sixes discipline, in The World Games (TWG), Birmingham, AL as measured by attendance, interest, revenue, broadcast viewership, digital media penetration, and competitive excellence.
  - d. Produce and distribute the 2022 World Championship events.
  - e. Develop and execute an effective PR campaign across WL World Events and TWG.
  - f. Continue to promote the acceptance of WL Sixes through events and promotion.
2. Grow the number of member countries to 85 while continuing to strengthen existing NGBs and CFs.
  - a. Develop 9 new member NGBs.
  - b. Implement new revised membership categories, process, and criteria.
  - c. Provide \$250,000 in grant money to NGBs/CFs.
  - d. Assist CFs and NGBs to increase the number of athlete participants.
3. Develop new and diversify existing revenue streams.
  - a. Sign 4-6 WL primary sponsors comprising \$100,000 in annual revenue.
  - b. Launch major fundraising initiative and secure \$500,000 in commitments.
  - c. Execute media rights deal for 2022 and 2023 providing broad distribution across multiple platforms.
4. Strengthen relationships with the Olympic Family and present the case for inclusion of Lacrosse in Los Angeles 2028
  - a. Continue to develop positive relationships with key leaders of the Los Angeles 2028 Organizing Committee
  - b. Provide strategy and gain support for inclusion of Iroquois Nationals within the Olympic inclusion strategy of World Lacrosse (Scherr)
  - c. Missions to SportAccord, Beijing Olympic Winter Games, and other major international events (Scherr)
  - d. Identify and secure 'champions' for lacrosse (Scherr)
  - e. Build support for lacrosse with USOPC and COC leadership and IOC members (Scherr)

5. Improve World Lacrosse Effectiveness and Governance (Parthen, Scherr)
  - a. Become a recognized leader in gender equity and female participation
  - b. Support the proposed Governance Committee helping prioritize focus for continued governance effectiveness.
  - c. Recruit and hire world-class staff for any open or newly developed positions.
  - d. Work with the Board to develop the new schedule of Board meetings in 2022.
  - e. Continue to focus on providing timely information to the Board in advance of Board meetings.
  - f. Work with the Finance, Audit and Risk Committee to ensure financials are prepared and shared monthly with the Committee and shared with Membership quarterly.

### **2023 Proposed Key Initiatives**

1. Support the delivery of the 2023 Men's World Championship in San Diego
  - a. International streaming distribution and national broadcast
  - b. High quality production and robust social media shoulder coverage
  - c. Develop international relations host program for USOPC, COC and select international leaders
  - d. VIP donor and sponsor program developed in concert with LOC
2. Present the best possible case comprising the Olympic Proposal to the Los Angeles 2028
  - a. Value added to the Olympic movement and lacrosse
  - b. Competition format
  - c. Athlete, Team Officials, and Officials numbers
  - d. Cost and complexity of staging the event including venue
  - e. Broadcast production cost
  - f. Media and following of the sport and elite athletes
  - g. Athlete pool
3. Increase the number of member countries to 93 while strengthening existing member NGBs and CFs
  - a. Continue efforts to provide development support for new NGBs
  - b. Provide grant programming opportunities for existing NGBs and CFs
4. Develop new and diversify existing revenue streams
  - a. Secure at least \$1,000,000 in new revenue commitments from donors, sponsors, events, media rights, merchandise and other revenue opportunities
  - b. Continue to build asset base by investing in events, properties, and brands
  - c. Enlarge donor base for WL
5. Develop Lacrosse Sixes event series, "Super Sixes" with at least three events on three different continents
  - a. Secure LOCs and competing teams
  - b. Develop support and promotional planning
  - c. Maximize exposure and revenue generation for individual events and event series



6. Continue Social Media content development and execute new platform utilizing athlete and coach ambassadors
  - a. Build social media and digital following for the sport and World Lacrosse
  - b. Develop and execute support campaign for Olympic inclusion on social media with key lacrosse entities and influencers
7. Develop and execute PR campaign leading into the 2023 Men's World Championship featuring high profile athletes and celebrities to promote the WL brand, Lacrosse, the Olympic inclusion
  - a. Build on 2022 PR campaign and efforts
  - b. Target Southern California to develop positive image of lacrosse and legacy of lacrosse in the LA Games
8. Continue to develop and build relationships with LA 2028 leadership, USOPC and COC leadership, IOC sports department, IOC program commission, IOC executive board, and IOC leadership